

A photograph of a man with a grey beard and sunglasses carrying a young boy on his shoulders. They are both clapping. The man is wearing a dark cap and a dark shirt. The boy is wearing a blue t-shirt. In the background, other people are visible, including a woman on the left holding a smartphone. The scene is outdoors with trees and a tent in the background.

**DELIVERY PROGRAM**  
2025-2029 AND  
**OPERATIONAL PLAN**  
2025-2026

# ACKNOWLEDGEMENT OF COUNTRY

Liverpool City Council acknowledges the traditional custodians of the land that now resides within Liverpool City Council's boundaries, the Cabrogal clan of the Darug Nation. We acknowledge that this land was also accessed by peoples of the Dharawal and Darug Nations.



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# MESSAGE FROM THE MAYOR



As Mayor of Liverpool, I am proud to lead a Council that is deeply committed to serving our growing, diverse, and dynamic community. Together with my fellow Councillors, we are focused on delivering infrastructure, services, and programs that not only meet today's needs but help shape a thriving future for Liverpool.

It gives me great pleasure to present the **Delivery Program 2025–2029 and Operational Plan 2025–2026** – our strategic plan to invest in local priorities and build a stronger, better-connected city. Our priorities reflect direct community feedback and a shared commitment to local progress. Some of the key projects for the year include:

- **Experience the World Festival Series** – Celebrating Liverpool's cultural diversity with major CBD events that boost visitation and community pride, injecting \$25 million into Liverpool's local economy.
- **Brickmakers Creek Revitalisation (\$44.3 million)** – Creating an inclusive, accessible natural playspace at Woodward Park, connecting heritage with recreation.
- **Carnes Hill Aquatic and Recreation Centre (\$57.7 million)** – Delivering a new pool, splashpad and community space to serve our fast-growing suburbs.
- **Light Horse Park Redevelopment** – Enhancing access to the Georges River through new recreational infrastructure and public open space.
- **Edmondson Avenue and Middleton Drive upgrades** – Supporting housing growth and transport efficiency across the LGA.
- **Major flood mitigation and stormwater projects, including Basin 14 and Basin 29** – building resilience and protecting future development.
- **CBD streetscape improvements** – including upgrades to Macquarie, Railway and Scott Streets to enhance amenity and business activation.

These projects are about more than infrastructure - they are about improving the quality of life for residents in Liverpool. We are also progressing planning, advocacy, and innovation to ensure Liverpool remains at the forefront of Sydney's evolution as a major city.

Our community's voice continues to guide our work, and I invite all residents to stay involved through Council's online platforms and engagement channels. Thank you for your continued support as we shape a stronger Liverpool, together.

A handwritten signature in blue ink, appearing to read 'Ned Mannoun', written over a light blue circular graphic element.

**NED MANNOUN**  
Liverpool Mayor

# MESSAGE FROM THE CEO



As Chief Executive Officer, I am pleased to introduce the 2025–2026 Operational Plan, the first year of implementation under Council’s new four-year Delivery Program. This plan sets out Council’s service delivery, capital program, and financial commitments over the next 12 months.

Council enters this financial year with a clear mandate – to deliver real outcomes that improve the day-to-day experience of our residents and prepare Liverpool for future growth. Backed by a \$284 million operating budget and a \$249 million capital works program, our priorities are focused, achievable, and strategic.

Our delivery is underpinned by financial discipline, community collaboration, and operational innovation. Projects such as “The Croc” mattress shredder not only reduce landfill costs but generate income, supporting our commitment to sustainability and cost-efficiency.

Council’s Early Childhood Services continue to exceed national benchmarks, while our community facilities, libraries, and leisure centres remain among the most utilised in the region - with more than 1 million annual visits.

I would like to thank our Mayor and Councillors for their leadership, and our Council staff for their dedication. Together, we are focused on high-quality delivery and value for our community.

We look forward to working with you across 2025–2026 to build a stronger, more connected Liverpool.

A handwritten signature in black ink, appearing to read "Jason Breton". The signature is fluid and cursive, with a long horizontal stroke at the end.

**JASON BRETON**  
Chief Executive Officer

# WHAT IS THE DELIVERY PROGRAM AND OPERATIONAL PLAN?

This document outlines Liverpool City Council's Delivery Program 2025-2029 and Operational Plan 2025-2026, which translate the community's vision into actionable strategies. The Delivery Program is a four-year commitment aligning with the 10-year Community Strategic Plan, addressing key projects, services, and social justice principles. The Operational Plan details annual actions, budgets, and performance measures. Council plays a custodial role in their development, ensuring transparency, accountability, and ongoing progress monitoring through legislated reports, including the Biannual Progress Report, Quarterly Budget Review Statement, and Annual Report as legislated under the *Local Government Act 1993*.



# INTEGRATED PLANNING AND REPORTING

The Community Strategic Plan (CSP) is supported by a suite of documents prepared in accordance with the Integrated Planning and Reporting Guidelines for Local Government issued by the State Government known as “Integrated Planning and Reporting Framework” (IP&R). These guidelines require the CSP to be supported by a Resourcing Strategy comprising a 10-year Long-Term Financial Plan, four-year Workforce Management Strategy and 10-year Asset Management Strategy and Plans.

While the CSP provides a road map for the future, the Resourcing Strategy identifies the means to deliver the projects and services identified in the four-year Delivery Program, delivered through the annual Operational Plan and budget. These plans are statutory documents as defined in the NSW *Local Government Act 1993*. The IP&R Framework requires that Council integrates all its plans to achieve community outcomes, cascading up to the CSP and down to the Operational Plan.

## INTEGRATED PLANNING AND REPORTING FRAMEWORK





## DELIVERY PROGRAM

The Delivery Program is a four-year statement of commitment to the community from a newly elected council outlining the Principal Activities it will deliver to implement the 10-year Community Strategic Plan during its term of office. It translates the community's vision and aspirations into actionable strategies, ensuring alignment with long-term goals.

The Delivery Program cascades down from the CSP and identifies key actions that Council must undertake to deliver the vision and aspirations of the community. It addresses social justice principles of access, equity, participation and rights and outlines how Council will engage with the community and other stakeholders to determine service level expectations and identify appropriate measures. It also identifies major projects and events and addresses ongoing improvements to the efficiency, productivity, financial management and governance of Council.

Council will monitor the progress and delivery of actions as legislated under the *Local Government Act 1993* through Biannual Progress Reports.

## OPERATIONAL PLAN

The Operational Plan is Council's annual action plan for achieving the community priorities set in Council's CSP and Delivery Program.

As a sub-plan of the Delivery Program, the Operational Plan identifies the detailed actions and services Council will deliver each year of the four-year Delivery Program and includes Council's detailed annual budget and Statement of Revenue Pricing Policy.

The Operational Plan has been prepared with regard to the social justice principles of access, equity, participation and rights and outlines how Council will engage with the community and other stakeholders to determine service level expectations and identify appropriate measures.

Council will monitor the progress and delivery of actions as legislated under the *Local Government Act 1993* through Biannual Progress Reports.

# RESOURCING STRATEGY

The Resourcing Strategy clearly articulates how Council will implement and resource its long-term vision and details the workforce, funding and assets required to implement the strategies set out in the Community Strategic Plan. The Resourcing Strategy comprises the following plans:

## LONG-TERM FINANCIAL PLAN

The 10-year Long-Term Financial Plan (LTFP) ensures that Council stays financially sustainable and that resources can be allocated to deliver the Delivery Program and Operational Plan.

## WORKFORCE MANAGEMENT STRATEGY

The four-year Workforce Management Strategy outlines the skills, staffing and human resources required to achieve the actions detailed in the Delivery Program and Operational Plan.

## ASSET MANAGEMENT STRATEGY AND PLANS

The 10-year Asset Management Strategy and Plans ensure that Council's assets are well-managed and maintained to meet the needs of the current community and support future growth.

In addition to the IP&R suite of documents, there are several Council Plans and Strategies that also support the CSP including:

### COMMUNITY ENGAGEMENT STRATEGY 2024

The Community Engagement Strategy 2024 outlines Council's commitment to providing the Liverpool community, including residents, ratepayers, workers, business owners, visitors, and relevant agencies, an opportunity to contribute to developing Council's projects, policies, strategies, plans, programs and services. The Strategy provides guidelines on how Council will inform the community and deliver engagement activities in line with best practice standards reflective of the International Association for Public Participation (IAP2) guidelines. The Strategy is based on the social justice principles of equity, access, participation and rights that form the foundation of Council's policies and strategies.

### LIVERPOOL CITY COUNCIL LOCAL STRATEGIC PLANNING STATEMENT - CONNECTED LIVERPOOL 2040

Connected Liverpool 2040 is Council's Local Strategic Planning Statement (LSPS), the long-term plan to shape Liverpool's future which will help guide the development of suburbs and

balance the need for housing, jobs and services as well as parks, open spaces and the natural environment.

### LIVERPOOL CITY COUNCIL DISABILITY INCLUSION ACTION PLAN 2024-2028

The Liverpool Disability Inclusion Action Plan (DIAP) seeks to address access and inclusion for people living with disability in Liverpool. The DIAP includes a comprehensive action plan which outlines Council's goals and objectives in order to improve access and inclusion for older people, people with a disability, their carers and families. The DIAP ensures Liverpool is an inclusive community, where difference and diversity is celebrated and people with disability, older people and their carers and families can fully participate in and contribute to their community socially and economically.

### Draft LIVERPOOL CITY COUNCIL RECONCILIATION ACTION PLAN 2025-2026

The Liverpool Reconciliation Action Plan (RAP) reinforces Council's commitment to working

alongside our First Nations communities to improve the lives of the local community and celebrate the rich First Nations cultures of Liverpool. The RAP goals reflect key national, state and local priorities in working towards reconciliation. The plan outlines key strategies and goals for Council to implement when working with First Nations communities to ensure positive outcomes for individuals and community groups, acknowledge and celebrate culture and heritage, and promote the advancement of First Nations people in Liverpool.

### **RECREATION, OPEN SPACE AND SPORTS STRATEGY 2018-2028**

The Recreation, Open Space and Sports Strategy aims to create spaces that promote active living, enhance green spaces, and strengthen the local sports sector. The Strategy focuses on enhancing infrastructure, improving liveability and managing public spaces through best-practice approaches and increased greening of Liverpool City. The strategy supports the growth of Liverpool's sports sector through upgraded facilities and a deeper understanding of the needs of local sporting clubs and the broader community.

### **LIVERPOOL CITY COUNCIL COMMUNITY FACILITIES STRATEGY 2017-2022**

The Community Facilities Strategy aims to transform and upgrade Liverpool City Council's community facilities so that they are attractive, flexible, address community needs and become hubs for community interaction. In addition, the Strategy builds on the work already undertaken by Council to address both the opportunities and challenges in the provision and management of these vital community assets.

### **LIVERPOOL CITY COUNCIL ECONOMIC DEVELOPMENT STRATEGY 2024-2034**

The Liverpool Economic Development Strategy outlines the key economic priorities, actions and targets that will guide the growth of Liverpool's economy, reflecting the business and residential community's aspirations of generating employment and investment opportunities across the LGA. This strategy will guide Council as it continues to position itself as a global centre where increased economic prosperity supports the entire community - bringing greater opportunities, access to more and better services and improved liveability.

### **LIVERPOOL CITY CENTRE PUBLIC DOMAIN MASTER PLAN 2020-2030**

The City Centre Public Domain Master Plan is Council's 10-year vision to guide the development of public space and pave the way to a greener, more vibrant and active city centre while fostering an 18-hour economy. The plan provides a cohesive approach to development in the city centre and a set of standards for Council, private developers and local businesses.

### **LIVERPOOL CITY COUNCIL HERITAGE STRATEGY 2019-2023**

The Heritage Strategy provides guidance to Council in implementing a Local Heritage Management Program and assist Council in the responsible and effective management of its own heritage assets.

It aims to promote best-practice heritage management protocols and systems across the Liverpool Local Government Area (LGA), support the ongoing care of Council-owned heritage assets, and enhance the understanding, protection, appreciation, and recognition of heritage throughout the region.

The Strategy also seeks to integrate heritage considerations into Council's development assessment, strategic planning, and broader community strategic and management planning processes.

## REPORTING

The IP&R framework requires Council to report on the progress of its plans that form the IP&R framework to monitor progress and performance. The reports include the State of our City Report, prepared at the end of the Council term, and the Annual Report that reports on Council's Operational Plan. Biannual Progress Reports on the Delivery Program and Operational Plan are also prepared for the community and publicly available.



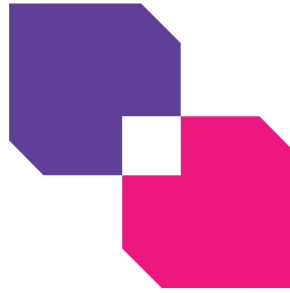
# WORKFORCE MANAGEMENT STRATEGY 2025-2029

Council's Workforce Management Strategy 2025-2029 continues to build on the progress made by previous strategies. It addresses the organisational needs, challenges, opportunities and workforce planning requirements to build a better workforce. The Workforce Management Strategy has been developed through a thorough workforce analysis, a series of stakeholder engagements and desktop review. It supports the delivery of the Community Strategic Plan 2025-2035 through the following four strategic objectives:

- **Social** – Healthy, inclusive and fair
- **Environmental** – Liveable, sustainable, resilient
- **Economic** – Evolving, prosperous, innovative
- **Civic Leadership** – Leading, visionary, responsible

The Workforce Management Strategy addresses the key trends, emerging challenges and opportunities for our workforce. These include:

- Significant community growth and increasing prosperity;
- The needs of a vibrant and diverse community;
- Improving Council's capacity to evolve and change;
- Building confidence in our reputation;
- Financial capability;
- Designing roles for the future, while attracting and retaining people in critical roles; and
- Transitioning knowledge across the organisation and the associated impacts of an aging workforce.



## Vision

# Embracing A Better Future Together

## Plan

# We believe in the future of Liverpool.

Council's aim is to shift to being outcome-focused to deliver for our community now, and in the future, and a workforce that always aims to be better. To do this, Council will focus on two goals:



**Strengthening our accountability, capability and agility to deliver better outcomes for our community.**



**Building a purpose-driven, future-ready workforce that fosters a can-do performance culture.**

# WORKFORCE MANAGEMENT GOALS AND FOUR-YEAR INITIATIVES

## Objective 1: Strengthening our accountability, capability and agility to deliver for our community

Being community focused and delivering on the things that matter most will strengthen our capability, accountability and governance to inspire, deliver and drive sustainable performance.

Action Taken – What we will do to get there	Measures – How we will know we have arrived	25/26	26/27	27/28	28/29
<b>1.1 The community has a greater experience of the services delivered by our people and our people are in roles where they are clear about what they are delivering, and why it matters.</b>					
<b>Customer Experience*</b>	<ul style="list-style-type: none"> <li>50% of process / transactional customer-value chain maps and functional service guides completed annually within each Department</li> <li>25% of workforce complete the customer experience learning program annually</li> <li>10% improvement in customer experience score within 12 months of implementing action relevant to each Department</li> </ul>	✓	✓		
1.1.1 (a) Map the transactional customer value-chain and prepare service guides for every service and function with the outcomes expected to be delivered to the customer.					
(b) Implement a learning program that builds employee capability to consistently place customers at the centre of service delivery.		✓	✓	✓	✓
<b>Organisation Workforce Design and Job Design</b>	<ul style="list-style-type: none"> <li>50% of role descriptions re-written with new model and job design principles annually</li> <li>100% of positions benchmarked and realigned to remuneration and benefits framework within 2 years</li> <li>4 cross-directorate project teams established and delivering an agreed executive business outcome within 2 years</li> </ul>	✓	✓	✓	✓
1.1.2 (a) Workforce Model: Implement an organisational workforce model and renewed approach to job design.					
(b) Project Teams: Establish collaborative and cross-functional projects and governance to embed agility into our ways of working.		✓	✓	✓	✓
(c) Remuneration and Benefits: Implement the remuneration and benefits program to realign salaries to industry benchmarks, individual skills and performance and scope of role.*		✓			
<b>1.2 Corporate strategies and plans are effectively executed through strong leadership and focused teams that enable people to succeed.</b>					
<b>Performance Management and Development*</b>	100% of role descriptions and career conversations plans include identification of performance measures and establishment of performance targets/KPIs aligned to the integrated planning and reporting framework within 2 years	✓			
1.2.1 Establish performance indicators for every role and embed within Career Conversation Plans and practice.					
<b>Leadership and Management Capability*</b>	<ul style="list-style-type: none"> <li>≥ 80% of leaders participate in professional development through the Liverpool Leadership Academy annually</li> <li>100% of departments complete the high-performing teams program over the next 4 years</li> </ul>	✓	✓	✓	✓
1.2.2 (a) Implement the Liverpool Leadership Academy for all leadership levels and the 'Managers Hub' online portal.					
(b) Improve teamwork by introducing high performing team programs for each department.		✓	✓	✓	✓
<b>1.3 Leaders have access to accurate and quality workforce data that provides insights into workforce performance and trends to enable better informed, data-driven decisions.</b>					
<b>Technology and Digital Platforms*</b>	<ul style="list-style-type: none"> <li>100% of People and Culture services examined and suitable technology identified with at least 2 new systems implemented in recruitment and volunteering</li> <li>≥ 50% of People and Culture transactional service processes digitally enabled</li> </ul>	✓	✓	✓	✓
1.3.1 Examine, analyse the need and implement suitable technology, AI and/or digital platforms to enable the effective delivery of People and Culture services (for example - ERP, HCM, ATS, VMS).					
<b>Workforce Dashboards and Performance*</b>	<ul style="list-style-type: none"> <li>100% of Executives are accessing workforce dashboards to proactively inform decision-making</li> <li>Quarterly reports are delivered/presented to Executive of workforce dashboard insights and trends</li> <li>100% of Senior Managers participate in quarterly workforce data reviews delivered by HRBPs</li> </ul>	✓			
1.3.2 (a) Implement and maintain workforce analytic dashboards for the organisation, Executive and organisations with comparative industry benchmarks.					
(b) Embed into senior management business practice a quarterly people review of workforce data to inform decision-making.			✓	✓	✓

\*connected to the Culture Enrichment Program, refer to Appendix A in the Workforce Management Strategy for more detail.

## Objective 2: Building a purpose-driven, future-ready workforce that fosters a can-do performance culture

Empowering our people with 'a better way, every day' mindset will drive proactive action, continuous growth and help build the workforce of the future, today, for our community.

Action Taken – What we will do to get there	Measures – How we will know we have arrived	25/26	26/27	27/28	28/29
<b>2.1 Leaders and employees are engaged, working together and demonstrating our workplace behaviours every day in delivering organisational change improvement programs.</b>					
<b>Culture Enrichment Program*</b> 2.1.1 Implement the initiatives in the culture enrichment program through dedicated employee working groups delivering outputs experienced by the whole workforce.	<ul style="list-style-type: none"> <li>100% of Culture Enrichment Program initiatives delivered by employee working groups</li> <li>≥ 60% of workforce participate in an annual engagement survey with team-lead action plans implemented, owned and delivered</li> </ul>	✓	✓	✓	✓
<b>Safety-First and Wellness Program</b> 2.1.2 Establish and implement a safety-first and wellness program for different workforce cohorts and toolbox talks that fosters a proactive approach to safety and wellness at work.	<ul style="list-style-type: none"> <li>≥ 80% of workforce cohorts participate in a safety-first or wellness initiative as part of the program annually</li> <li>3 wellness initiatives implemented annually as BAU</li> </ul>	✓	✓	✓	✓
<b>Change Management and Internal Communications</b> 2.1.3 Develop and implement an organisational change management and internal communications framework.	<ul style="list-style-type: none"> <li>Framework is launched and training implemented for all Directors and Managers</li> <li>&gt; 80% of major organisational changes are undertaken in accordance with the framework</li> </ul>	✓	✓		
<b>2.2 A workforce that is resilient, adaptable and better equipped to navigate emerging challenges and achieves immediate and longer-term goals.</b>					
<b>Capability Framework</b> 2.2.1 (a) Implement a future-ready capability framework informing job design, hiring, performance management, skill development, career pathways and succession planning.  (b) Undertake a training and opportunity needs analysis (TONA) to map skill requirements and unlock hidden talents.	<ul style="list-style-type: none"> <li>Capability framework implemented across 25% of employee lifecycle functions annually</li> <li>25% of organisational TONA mapped bi-annually</li> </ul>	✓	✓	✓	✓
		✓	✓	✓	✓
<b>Workforce Planning and Succession</b> 2.2.2 (a) Establish a workforce planning framework and a business continuity plan as an annual practice to identify and address critical roles, future talent needs, succession and resourcing requirements.  (b) Establish a program to support capability build for early careers, talent and succession in critical roles.	<ul style="list-style-type: none"> <li>100% of Managers undertake the workforce planning practice annually</li> <li>100% of critical roles identified with a succession and development plan in place</li> </ul>		✓	✓	✓
				✓	✓
<b>Employee Learning and Development Program</b> 2.2.3 Deliver an annual learning and development program that includes building human skills such as emotional intelligence, adaptability and resilience.	<ul style="list-style-type: none"> <li>≥ 50% of employees annually participate in a professional development program/course that improves their skills aligned to the capability framework or human skills</li> </ul>	✓	✓	✓	✓

\*connected to the Culture Enrichment Program, refer to Appendix A in the Workforce Management Strategy for more detail.

# RELEVANT STATE AND REGIONAL PLANS

As the regional city for South West Sydney, collaboration among partners and stakeholders is essential to achieving shared goals and optimising resources.

The Delivery Program aligns with and supports the strategic plans of key national, state, and regional bodies, ensuring a coordinated and integrated approach to regional planning.

## NATIONAL

- Western Sydney Aerotropolis, Land Use and Infrastructure Implementation Plan
- Western Sydney Aerotropolis Plan 2020
- Aerotropolis Sector Plan

## STATE

- NSW Movement and Place Framework
- NSW State Infrastructure Plan
- Future Transport Strategy
- Western City District Plan
- Greener Places: an urban green infrastructure design framework
- 50-Year Vision for Greater Sydney Parklands (Greater Sydney Parklands Agency)
- Disability Inclusion Action Plan 2024-2028
- NSW State Government Priorities
- NSW Waste and Sustainable Materials Strategy 2041
- Net Zero Plan Stage 1: 2020-2030
- Smart Places Strategy
- Beyond Digital
- Infrastructure NSW Water Strategy
- NSW 2040 Economic Blueprint
- State Infrastructure Strategy
- NSW State Emergency Management Plan (EMPLAN)
- Housing 2041: NSW Housing Strategy

## REGIONAL

- Resilient Sydney Strategy 2030-2050
- The Parks, Sydney's Parkland Councils
- Western Sydney Regional Organisation of Councils' (WSROC) -Turn Down the Heat Strategy and Action Plan

# COMMUNITY VISION FOR LIVERPOOL



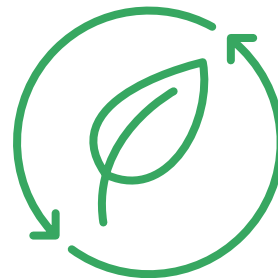
**A VIBRANT  
GLOBAL CITY OF  
LIFESTYLE AND  
OPPORTUNITY**

# STRATEGIC OBJECTIVES



## SOCIAL

HEALTHY  
INCLUSIVE  
FAIR



## ENVIRONMENTAL

LIVEABLE  
SUSTAINABLE  
RESILIENT



## **ECONOMIC**

**EVOLVING  
PROSPEROUS  
INNOVATIVE**



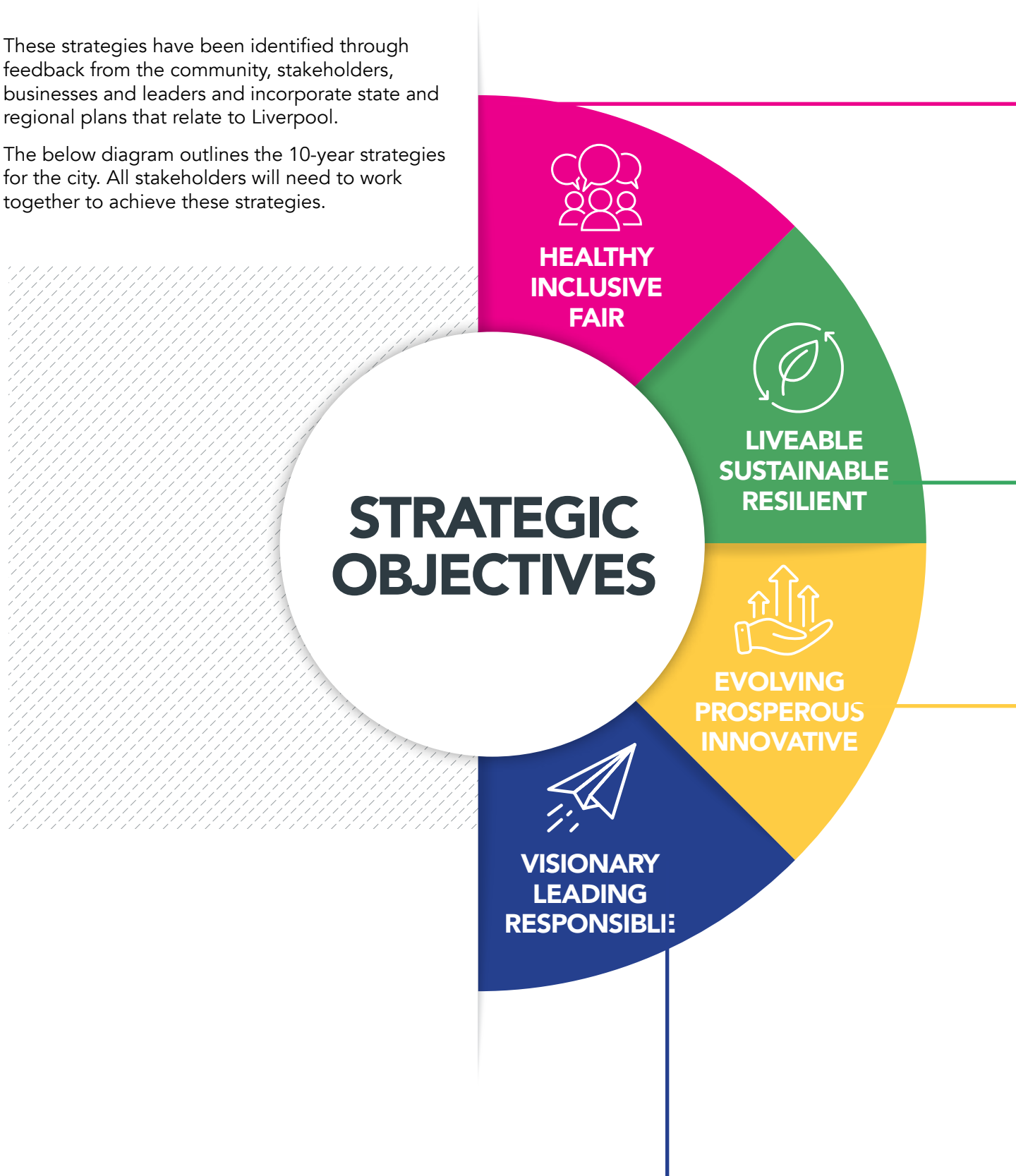
## **CIVIC LEADERSHIP**

**VISIONARY  
LEADING  
RESPONSIBLE**

# 10-YEAR STRATEGIES

These strategies have been identified through feedback from the community, stakeholders, businesses and leaders and incorporate state and regional plans that relate to Liverpool.

The below diagram outlines the 10-year strategies for the city. All stakeholders will need to work together to achieve these strategies.



## SOCIAL

1

- Deliver vibrant parks, community hubs, services and facilities that improve liveability and quality of life for everyone in the community.
- Foster a cohesive and inclusive community that embraces cultural diversity and supports freedom for all residents to comfortably express and practice their faith.
- Adopt a place-based, integrated neighbourhood approach to service delivery that ensures equitable access to services and outcomes for all communities.
- Embrace the city's heritage and history.
- Deliver great and exciting events and programs for our people and visitors.
- Support active and healthy lifestyles by improving footpaths, cycleways and walkways and other infrastructure that promotes and supports active transport.
- Advocate and work in partnership for improved, accessible health services and infrastructure and screening and promotion programs which meet the needs of Liverpool's growing and diverse population.



## ENVIRONMENTAL

2

- Deliver a beautiful, clean and inviting city for the community to enjoy.
- Create a vibrant and pleasant evening economy by supporting diverse dining, cultural, and entertainment experiences in safe and welcoming public spaces.
- Enhance community safety and confidence through inclusive design, strong partnerships, and active community engagement.
- Manage waste effectively and be a leader in recycling and creating a vibrant circular economy.
- Create a cooler, greener Liverpool by improving tree canopy, enhancing public green spaces, and embedding sustainability across all of Council's operations.
- Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks and stresses.
- Manage stormwater and drainage infrastructure to mitigate risk to the environment and the community.
- Collaborate with First Nations communities to improve access to the Georges River and support its transformation into a vibrant place for recreation, culture, and lifestyle.
- Promote and advocate for an integrated transport network with improved public transport options and connectivity.
- Deliver effective and efficient planning and high-quality urban design to provide best outcomes for a growing city.
- Ensure housing diversity and affordability for people of all ages, incomes, and household types.



## ECONOMIC

3

- Continue to invest in improving and maintaining Liverpool's road networks and infrastructure.
- Promote and deliver an innovative, thriving and internationally recognised global city.
- Market Liverpool as a business destination and attract investment to the region.
- Facilitate quality local employment and training opportunities and develop the economic capacity of local businesses and industries.
- Position Liverpool as a University City by attracting tertiary institutions, fostering the Liverpool Innovation Precinct, and creating a vibrant student-friendly environment that supports learning, living, and industry collaboration.
- Expand local education and employment pathways to support lifelong learning, skills development, and job readiness for all residents.



## CIVIC LEADERSHIP

4

- Place customer satisfaction, innovation and best practice at the centre of all operations.
- Communicate, listen, engage and respond to the community by encouraging participation.
- Position Council as an industry leader that plans and delivers services for a growing city.
- Ensure Council is accountable and financially sustainable through the strategic management of assets and resources.
- Demonstrate a high standard of transparency and accountability through a comprehensive governance framework.
- Collaborate with key stakeholders to advocate for investment and infrastructure that support Liverpool's transformation into the capital of South West Sydney.
- Embrace Smart City initiatives by improving digital connectivity and smart technology.
- Ensure housing diversity and affordability for people of all ages, incomes, and household types.
- Collaborate regionally, develop and maintain strong relationships with agencies, stakeholders and businesses to advance strategic priorities and improve quality of life for Liverpool's residents.



# ENGAGING WITH THE COMMUNITY

Council engaged with a range participants from diverse localities, backgrounds, and cultures, to ensure inclusive representation of community perspectives. By actively reaching out to a wide range of community groups through various engagement methods including face-to-face sessions, workshops, tailored, focus groups and surveys, promoted via Councils' website and social media platforms. The insights gathered have been integrated into the strategic objectives, informing both the Delivery Program and Operational Plan.

Presented are the top 20 Community responses to the question 'What do you value most about living in Liverpool?' As presented in the 'Help us Plan for the Future' Survey.



# COMMUNITY

**CULTURAL DIVERSITY**

PARKS AND OPEN SPACES

EVENTS

**SHOPPING**

CONVENIENCE

FAMILY FRIENDLY

MULTICULTURAL



**WHAT DO YOU VALUE MOST ABOUT LIVING IN LIVERPOOL?**

SAFE/SAFETY

RECREATION

LIBRARY

EVENTS

VARIETY OF FOOD/GOOD FOOD

LOCATION

**PUBLIC TRANSPORT**

**DEVELOPMENT AND INFRASTRUCTURE**

PUBLIC AMENITIES

LOCAL SERVICES

**COMMUNITY CONNECTIVITY**

COUNCIL

**<<< EDUCATION**

\*Source: Information has been taken from the 'Help us plan for the future' survey

# YOUR MAYOR AND COUNCILLORS

Liverpool City Council's elected body comprises the Mayor and 10 Councillors, elected by residents to represent Liverpool's two wards (North and South). The Councillors have endorsed the Delivery Program 2025-2029 and Operational

Plan 2025-2026 on behalf of the community. They will continue working closely with residents to refine priorities and ensure the effective delivery of strategic goals throughout the term.



L-R: Cllr Peter Ristevski, Cllr Mira Ibrahim, Cllr Ethan Monaghan, Cllr Dr Betty Green, Cllr Sam Karnib, Mayor Ned Mannoun, Cllr Matthew Harte, Cllr Richard Ammoun, Deputy Mayor Peter Harle, Cllr Fiona Macnaught and Cllr Emmanuel Adjei.



MAYOR  
**NED MANNOUN**

02 8711 7463  
Mayor@liverpool.nsw.gov.au

**NORTH WARD**



DEPUTY MAYOR  
**PETER HARLE**

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CllrHarle@liverpool.nsw.gov.au



COUNCILLOR  
**RICHARD AMMOUN**

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CllrAmmoun@liverpool.nsw.gov.au



COUNCILLOR  
**MATTHEW HARTE**

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COUNCILLOR  
**MIRA IBRAHIM**

0448 120 543  
CllrIbrahim@liverpool.nsw.gov.au



COUNCILLOR  
**SAM KARNIB**

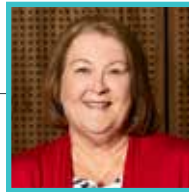
0475 000 139  
CllrKarnibs@liverpool.nsw.gov.au

**SOUTH WARD**



COUNCILLOR  
**EMMANUEL ADJEI**

0419 880 619  
CllrAdjei@liverpool.nsw.gov.au



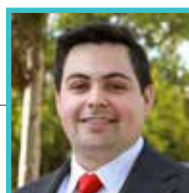
COUNCILLOR  
**DR BETTY GREEN**

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COUNCILLOR  
**FIONA MACNAUGHT**

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COUNCILLOR  
**ETHAN MONAGHAN**

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CllrMonaghan@liverpool.nsw.gov.au



COUNCILLOR  
**PETER RISTEVSKI**

0488 927 927  
CllrRistevski@liverpool.nsw.gov.au



# LIVERPOOL CITY COUNCIL CORPORATE VISION AND VALUES

Council is committed to delivering and maintaining high standards of service to its residents whilst meeting its strategic objectives outlined in the Delivery Program and Operational Plan. Council staff are encouraged to demonstrate and display its core values in every aspect of service delivery to create a professional, accessible and reliable working environment.

## OUR VISION

**Aspiring to do great things – for ourselves, our community and our growing city**

## OUR VALUES

**Ambitious  
Authentic  
Collaborative  
Courageous  
Decisive  
Generous**

# COUNCIL SERVICES TO THE COMMUNITY

Council is responsible for understanding and delivering the services the community values, meeting expected service standards, and providing the infrastructure needed to enhance liveability.

Over the Council term, service delivery will be regularly assessed and monitored to ensure efficiency, effectiveness, financial sustainability, and ongoing improvement across all operations.

To support this, Council will conduct community satisfaction surveys every two years to gather feedback and identify opportunities for enhancement. Council remains committed to delivering high-quality services through the following overarching service areas.

## HEALTHY INCLUSIVE FAIR



- 1.1 Libraries and Museum
- 1.2 Events
- 1.3 Recreation and Community Outcomes
- 1.4 Community Planning
- 1.5 Children's Services
- 1.6 Arts and Culture
- 1.7 City Infrastructure Delivery and Construction

## LIVEABLE SUSTAINABLE RESILIENT



- 2.1 City Waste and Recycling
- 2.2 City Maintenance
- 2.3 Urban Design
- 2.4 Regulatory Compliance
- 2.5 Development Assessment
- 2.6 Environmental Planning and Management
- 2.7 Circular Economy (including FOGO)
- 2.8 Infrastructure and Floodplain Planning and Management
- 2.9 City Planning
- 2.10 Land Development
- 2.11 Traffic and Transport Management
- 2.12 Animal Management

**EVOLVING  
PROSPEROUS  
INNOVATIVE**



- 3.1 Economic Development
- 3.2 Commercial Development and Property
- 3.3 Transport Strategy and Planning

**VISIONARY  
LEADING  
RESPONSIBLE**



- 4.1 Customer Service
- 4.2 Governance and Corporate Management
- 4.3 Financial Management
- 4.4 Communications
- 4.5 Community Engagement
- 4.6 Advocacy and Partnerships

## COUNCIL SERVICES REVIEW

In accordance with the NSW Office of Local Government Integrated Planning and Reporting guidelines Council is required to identify the services it will review during its term of office. Council has selected the following service areas to review and will engage with the local community and other stakeholders to determine service level expectations, sustainability, relevance and appropriate performance measures.

Council will assess the selected service areas using an evidence-based approach to identify areas of improvement. Actions will be implemented and a report on the progress of the service review will feature in Council's Annual Report and highlight any changes made and the benefits to Council's service delivery.

### The following services have been identified for review in 2025-2029:



#### Customer Service – Customer Requests

With the outcome to identify improvements on how customer requests are taken, triaged, actioned and communicated to the customer. With a focus on high and aged requests including Traffic and Transport, Waste and Recycling, Building and Compliance and Tree Management.



#### City Waste and Recycling – Illegal Waste Management

With the outcome to identify improvements to how customer requests are taken, triaged, actioned and communicated to the customer. With a focus on high and aged request areas such as Illegal Waste Management.



#### Regulatory Compliance – Enforcement

With the outcome to maintain a healthy and safe city. With a focus on managing and maintaining public health compliance, approval and monitoring of building construction work and other approvals required under legislation.



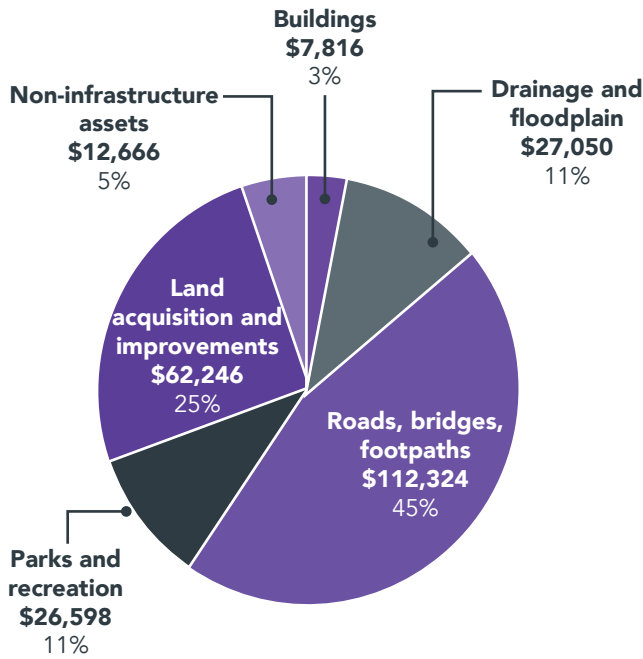
#### Property Services – Land Acquisition

With the outcome to identify the basis and methodology for determining priorities within the land acquisition program. This includes improving the provision of necessary information to optimise timely property acquisitions and improvements to assist in data capture and reporting of the land acquisition program.

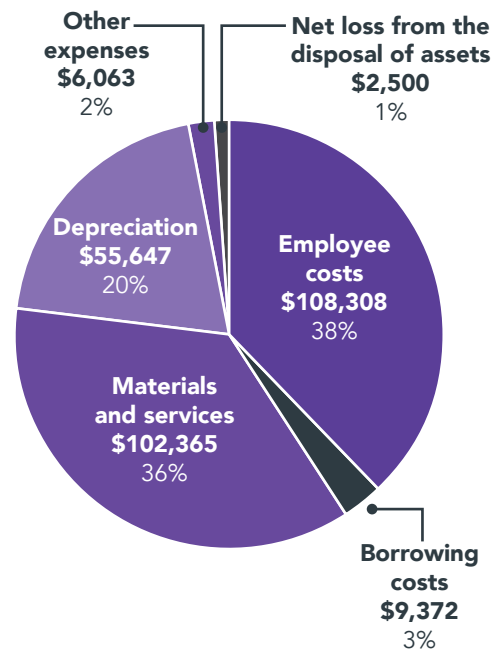


# BUDGET AT A GLANCE

## CAPEX SUMMARY



## EXPENDITURE SUMMARY

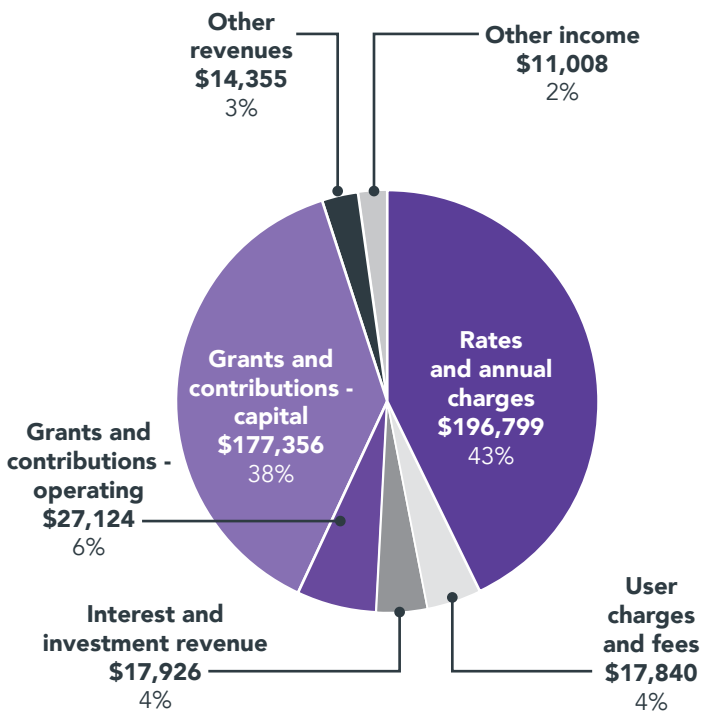


Summary by asset class	\$'000	%
Buildings	7,816	3%
Drainage and floodplain	27,050	11%
Roads, bridges, footpaths	112,324	45%
Parks and recreation	26,598	11%
Land acquisition and improvements	62,246	25%
Non-infrastructure assets	12,666	5%
<b>Total</b>	<b>\$248,700</b>	<b>100%</b>

Summary by expense type	\$'000	%
Employee costs	\$108,308	38%
Borrowing costs	\$9,372	3%
Materials and services	\$102,365	36%
Depreciation	\$55,647	20%
Other expenses	\$6,063	2%
Net loss from the disposal of assets	\$2,500	1%
<b>Total</b>	<b>\$284,255</b>	<b>100%</b>

Detailed Capital Works Program 2025-26 is available in the Long-Term Financial Plan.

## SOURCE OF REVENUE



Income from continuing operations	\$'000	%
Rates and annual charges	196,799	43%
User charges and fees	17,840	4%
Interest and investment revenue	17,926	4%
Grants and contributions - operating	27,124	6%
Grants and contributions - capital	177,356	38%
Other revenues	14,355	3%
Rental income	11,008	2%
<b>Total</b>	<b>\$462,408</b>	<b>100%</b>

# HOW \$100 IS SPENT



# BUDGET AT A GLANCE CONTINUED.

Council's strategic financial objectives resulting in the development of its 2025-26 budget and its Long-Term Financial Plan (LTFP), are all guided by the overriding principles of sound financial management as defined in Section 8B of the *Local Government Act 1993*.

These include:

- Council spending should be responsible and sustainable, aligning general revenue and expenses.
- Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- Councils should have effective financial and asset management, including sound policies and processes for the following:
  - o performance management and reporting;
  - o asset maintenance and enhancement;
  - o funding decisions; and
  - o risk management practices.
- Councils should have regard to achieving intergenerational equity, including ensuring the following:
  - o policy decisions are made after considering their financial effects on future generations; and
  - o the current generation funds the cost of its services.

## Key budget assumptions

### Revenue

Rates and annual charges increase by 6% (including 2.2% growth factor) as determined by the NSW Independent Pricing and Regulatory Tribunal.

- Domestic waste management charges increase by \$50 per household in line with contractor pricing.
- 3.8% general increase to user fees and charges on non-statutory fees.
- Statutory charges have been adjusted for changes to relevant legislation.

### Expenditure

- Employee-related expenses increase by 3.0% plus one-off \$1,000 on 978 full time equivalent (FTE) employees.
- Other general operating expenses increase by 3.0% Cost Pricing Indexation.

A summary of Council's estimated operating results and financial position for the four-year period is tabulated below:

<b>Operating results</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>	<b>2028-29</b>
<b>Operating revenue</b>	\$ 285.1 m	\$ 289.8 m	\$ 300.9 m	\$ 310.7 m
<b>Capital revenue</b>	\$ 177.4 m	\$ 119.1 m	\$ 120.9 m	\$ 80.4 m
<b>Operating expenses</b>	\$ 284.3 m	\$ 292.4 m	\$ 302.6 m	\$ 314.5 m
<b>Net operating result</b>	<b>\$ 178.2 m</b>	<b>\$ 116.6 m</b>	<b>\$ 119.3 m</b>	<b>\$ 76.6 m</b>

<b>Financial position</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>	<b>2028-29</b>
<b>Current assets</b>	\$ 269.5 m	\$ 258.3 m	\$ 272.1 m	\$ 256.7 m
<b>Non-current assets</b>	\$ 4,215.4 m	\$ 4,325.3 m	\$ 4,414.7 m	\$ 4,469.9 m
<b>Total assets</b>	\$ 4,484.9 m	\$ 4,583.6 m	\$ 4,686.7 m	\$ 4,726.5 m
<b>Current liabilities</b>	\$ 85.4 m	\$ 83.6 m	\$ 106.0 m	\$ 80.9 m
<b>Non-current liabilities</b>	\$ 204.6 m	\$ 188.6 m	\$ 150.1 m	\$ 138.4 m
<b>Total liabilities</b>	\$ 290.0 m	\$ 272.2 m	\$ 256.1 m	\$ 219.3 m
<b>Net assets</b>	\$ 4,194.8 m	\$ 4,311.4 m	\$ 4,430.7 m	\$ 4,507.3 m
<b>Total equity</b>	<b>\$ 4,194.8 m</b>	<b>\$ 4,311.4 m</b>	<b>\$ 4,430.7 m</b>	<b>\$ 4,507.3 m</b>

# BUDGET AT A GLANCE CONTINUED.

## Financial sustainability and performance measurement

Council is committed to measure and report its financial performance against benchmarks set by the NSW Office of Local Government.

Indicators	2025-26	2026-27	2027-28	2028-29
<b>Operating performance</b>				
<b>Operating performance ratio</b> Benchmark: $\geq 0\%$	1.0%	-0.7%	-0.6%	-0.4%
<b>Own source operating revenue ratio</b> Benchmark: $\geq 60\%$	55.8%	65.5%	66.3%	74.2%
<b>Liquidity</b>				
<b>Unrestricted current ratio</b> Benchmark: $> 1.5x$	1.2	1.4	1.3	1.9
<b>Cash expense cover ratio</b> Benchmark: $> 3.0$ months	12.0	12.0	12.5	10.2
<b>Rates and annual charges outstanding %</b> Benchmark: $< 5.0\%$	6.9%	6.9%	6.9%	6.9%
<b>Debt management</b>				
<b>Debt service cover ratio</b> Benchmark: $> 2.0x$	2.5	2.6	2.7	3.2
<b>Debt service ratio</b> Benchmark: $> 0\%$ and $\leq 20\%$	8.6%	8.1%	7.8%	14.1%
<b>Interest cover ratio</b> Benchmark: $> 4.0x$	7.2	7.7	8.4	10.8
<b>Infrastructure and service management</b>				
<b>Building and infrastructure renewals ratio</b> Benchmark: $\geq 100.0\%$	180%	53%	57%	56%
<b>Infrastructure backlog ratio</b> Benchmark: $< 2.0\%$	1.3%	1.4%	1.3%	1.3%
<b>Asset maintenance ratio</b> Benchmark: $> 100\%$	76.1%	82.4%	78.9%	78.5%





A photograph of a group of people dancing at an outdoor event at night. The scene is dimly lit, with a warm, golden glow from the background. In the foreground, a woman with long, dark, wavy hair is seen from behind, wearing a black dress. To her left, another woman is partially visible, wearing a pink jacket. In the background, other people are dancing and socializing. The overall atmosphere is festive and social.

# **DELIVERY PROGRAM 2025-2029 AND OPERATIONAL PLAN 2025-2026**

# HOW TO READ THE PLAN

The Council service area is linked to one of the four **strategic objectives** listed in the Community Strategic Plan and is a key focus area from which relevant strategies were developed to clearly define where the community wants to be in 10 years. The plan identifies the Council directorate responsible for ensuring the service is improved, maintained and delivered. Council's listed related plans, strategies and business relationships with external agencies collaboratively assist Council in achieving its long-term goals.

## 1 HEALTHY, INCLUSIVE, FAIR



### 1.1 – Libraries and Museum

Council's six libraries provide recreational and educational services and activities including a wide range of collections and delivery programs, events and exhibitions for children, youth and adults. The Liverpool Regional Museum provides exhibitions and events that showcase the heritage and history of the area. The Library and Museum service area also collects, organises, preserves and makes available materials of local historical and cultural significance. Key functions include:

- Providing a variety of collections including physical and digital formats and specialised collections in community languages, English learning, disability access and local heritage;
- Developing programs and events including children's storytime, holiday programs, HSC preparation, wellbeing workshops, technology classes, English conversation groups, book groups, author talks and creative workshops;
- Facilitating public spaces for study, recreation, group activities and access to technology; and
- Developing museum and heritage events, programs and research collections about Liverpool's past and present.

<b>Strategic Objective</b>	Healthy, Inclusive, Fair
<b>Relevant 10-Year Strategies</b>	<p>1b - Foster a cohesive and inclusive community that embraces cultural diversity and supports freedom for all residents to comfortably express and practice their faith.</p> <p>1c - Adopt a place-based, integrated neighbourhood approach to service delivery that ensures equitable access to services and outcomes for all communities.</p> <p>1d - Embrace the city's heritage and history.</p> <p>1e - Deliver great and exciting events and programs for our people and visitors.</p>
<b>Responsibility</b>	Director Community and Lifestyle
<b>Related Documents, Plans and Strategies</b>	<b>Relationships</b>
<ul style="list-style-type: none"> <li>• Australian Library and Information Association (ALIA) Standards and guidelines for Australian Public Libraries 2020</li> <li>• Liverpool City Library Review – Blueprint for future provision 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Community groups and partners</li> <li>• State Library of NSW</li> <li>• Liverpool District Historical Society</li> <li>• Liverpool Genealogical Society</li> </ul>

Council sets **Key Performance Indicators (KPIs)** to measure the ongoing progress of what Council has set to achieve. The quantifiable measure demonstrates how Council is achieving its key objectives in the service area and its progress. Delivery is reported biannually.

### Delivery Program 2025-2029

#### Libraries and Museum

Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Deliver high-quality, accessible, and impactful education and learning opportunities for targeted communities through programs and collections	Deliver six annual programs that support education across key target groups including early literacy, children, youth, seniors and Culturally and Linguistically Diverse (CALD) communities	Program attendance recorded in annual statistical return	Manager Library and Museum Services
Increase circulation of school and HSC collections	Increase annual circulation by 5%	Spydus Library Management System	
Provide libraries that are welcoming and accessible for everyone that are valued by the community	Increase annual visitation by 5%	People Counters	
Deliver the annual Library Customer Satisfaction Survey	70% of survey responses rating satisfaction as "High" or "Very High"	Annual customer satisfaction survey	
Building on Liverpool's heritage stories through increased community engagement and cultural stories	Two heritage exhibitions delivered annually	Evidenced through attendance, and media related to exhibition	
Increase heritage collection access	200 items are made accessible to the public annually	Spydus Library Management System	
Original heritage content is created and published annually	One new heritage item, such as a book or article is produced annually	Heritage item is available physically or digitally through library channels	

Council's **planned projects and activities** it aims to deliver within the Council term. A report on the projects/activities progress is reported biannually.

#### Planned Projects and Activities 2025-2029

##### Libraries and Museum

Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Diversify library services available to the community	2025-2029	Operating Budget Local Priority grant from NSW Government	Project Delivery	Manager Library and Museum Services
	2025-2029	Operating Budget Local Priority grant from NSW Government	Project Delivery	

##### Service Levels

Response to customer enquiries within one working day

Locations open for service as per advertised hours

Respond to collection requests within one week

Council has committed a **service level** to each service transaction to ensure it delivers the service in a timely manner and meets community expectations.

#### 2025-2026 Operational Plan

##### Libraries and Museum

Detailed Actions	Annual Budget	Responsibility
Raise community awareness of collections and programs that support education and learning through targeted campaigns and customer engagement	Operating Budget	Manager Library and Museum Service
Seek alternative funding via grants for the delivery of Library and Museum Services	Operating Budget	
Delivery of programs and services targeting School and HSC students	Operating Budget	
Produce materials that engage the community in local heritage	Operating Budget	
Review and enhance early literacy programs	Operating Budget	

**Detailed actions** are the initiatives Council has committed to delivering in the 2025-2026 financial year. These actions are directly influenced by the Community Strategic Plan and Delivery Program to realise the community's prospects for the future. The detailed actions link directly to the Strategic Objective 'Healthy, Inclusive, Engaging' which forms the structure of the community's social priorities.



# STRATEGIC OBJECTIVE 1



1

## HEALTHY, INCLUSIVE, FAIR

**Our community wants a healthy and inclusive city which receives its fair share of State and Federal government funding and investment. This strategic objective focuses on social connections which foster a sense of belonging and the ability to create harmonious communities and the advocacy initiatives which are required to achieving equitable access to services and infrastructure for all.**



## 10-YEAR STRATEGIES

- Deliver vibrant parks, community hubs, services and facilities that improve liveability and quality of life for everyone in the community and people of all abilities.
- Foster a cohesive and inclusive community that embraces cultural diversity and supports freedom for all residents to comfortably express and practice their faith.
- Adopt a place-based, integrated neighbourhood approach to service delivery that ensures equitable access to services and outcomes for all communities.
- Embrace the city's heritage and history.
- Deliver great and exciting events and programs for our people and visitors.
- Support active and healthy lifestyles by improving accessibility, footpaths, cycleways and walkways and other infrastructure that promotes and supports active transport.
- Advocate and work in partnership for improved, accessible health services and infrastructure and screening and promotion programs which meet the needs of Liverpool's growing and diverse population.

## 10-YEAR COMMUNITY INDICATORS

- Increase in utilisation of Council facilities
- Increased attendance at major Council organised events
- Decrease obesity rates in South Western Sydney Local Health District
- Reduce domestic and non-domestic assaults
- Increase satisfaction with key social and liveability indicators
- Reduce household travel by car
- Increase in walking, cycling, and public transport mode share
- Proportion of households living within 800m of daily destinations, open space, playgrounds and services
- Increased active and public transport usage

## KEY PARTNERS

- NSW Sports and Recreation
- Local sports and recreation clubs
- NSW Health



# 1 HEALTHY, INCLUSIVE, FAIR

## 1.1 – Libraries and Museum

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- Developing programs and events including children's storytime, holiday programs, HSC preparation, wellbeing workshops, technology classes, English conversation groups, book groups, author talks and creative workshops;
- Facilitating public spaces for study, recreation, group activities and access to technology; and
- Developing museum and heritage events, programs and research collections about Liverpool's past and present.

<b>Strategic Objective</b>	Healthy, Inclusive, Fair
<b>Relevant 10-Year Strategies</b>	<p>1b - Foster a cohesive and inclusive community that embraces cultural diversity and supports freedom for all residents to comfortably express and practice their faith.</p> <p>1c - Adopt a place-based, integrated neighbourhood approach to service delivery that ensures equitable access to services and outcomes for all communities.</p> <p>1d - Embrace the city's heritage and history.</p> <p>1e - Deliver great and exciting events and programs for our people and visitors.</p>
<b>Responsibility</b>	Director Community and Lifestyle
<b>Related Documents, Plans and Strategies</b>	<b>Relationships</b>
<ul style="list-style-type: none"> <li>• Australian Library and Information Association (ALIA) Standards and Guidelines for Australian Public Libraries 2020</li> <li>• Liverpool City Library Review – Blueprint for future provision 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Community groups and partners</li> <li>• State Library of NSW</li> <li>• Liverpool District Historical Society</li> <li>• Liverpool Genealogical Society</li> </ul>

## Delivery Program 2025-2029

### Libraries and Museum

Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Deliver high-quality, accessible, and impactful education and learning opportunities for targeted communities through programs and collections	Deliver six annual programs that support education across key target groups including early literacy, children, youth, seniors and Culturally and Linguistically Diverse (CALD) communities	Program attendance recorded in annual statistical return	Manager Library and Museum Services
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Original heritage content is created and published annually	One new heritage item, such as a book or article is produced annually	Heritage item is available physically or digitally through library channels	

## Planned Projects and Activities 2025-2029

### Libraries and Museum

Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Diversify library services available to the community	2025-2029	Operating Budget Local Priority grant from NSW Government	Project Delivery	Manager Library and Museum Services
Increase access to library service through technology such as open access and online services	2025-2029	Operating Budget Local Priority grant from NSW Government	Project Delivery	

### Service Levels

Response to customer enquiries within one working day.

Locations open for service as per advertised hours.

Respond to collection requests within one week.

## 2025-2026 Operational Plan

### Libraries and Museum

Detailed Actions	Annual Budget	Responsibility
Raise community awareness of collections and programs that support education and learning through targeted campaigns and customer engagement	Operating Budget	Manager Library and Museum Services
Seek alternative funding via grants for the delivery of Library and Museum Services	Operating Budget	
Delivery of programs and services targeting School and HSC students	Operating Budget	
Produce materials that engage the community in local heritage	Operating Budget	
Review and enhance early literacy programs	Operating Budget	

## 1.2 – Events

This service delivers Council’s community and civic events program with the aim to deliver activities that will showcase Liverpool as a vibrant global city for major events, tourism and social interaction whilst promoting local businesses, artisans, talent, facilities, and recreation spaces.

Key functions include:

- Delivering and coordinating major events for the community;
- Delivering city activations and small business events; and
- Delivering suburban activations and supporting event delivery across Council departments.

<b>Strategic Objective</b>	Healthy, Inclusive, Fair
<b>Relevant 10-Year Strategies</b>	<p>1b - Foster a cohesive and inclusive community that embraces cultural diversity and supports freedom for all residents to comfortably express and practice their faith.</p> <p>1c - Adopt a place-based, integrated neighbourhood approach to service delivery that ensures equitable access to services and outcomes for all communities.</p> <p>1e - Deliver great and exciting events and programs for our people and visitors.</p>
<b>Responsibility</b>	Director Community and Lifestyle
<b>Related Documents, Plans and Strategies</b>	<b>Relationships</b>
<ul style="list-style-type: none"> <li>• Incoming Sponsorship Policy</li> <li>• Liverpool City Council Buskers Policy 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Multicultural NSW</li> <li>• Transport for NSW</li> <li>• Office of the 24-hour Economy Commissioner</li> <li>• Gandangara and Tharawal Aboriginal Land Councils</li> <li>• Australasian Performing Right Association Limited (APRA)/One Music</li> <li>• Local Businesses</li> <li>• NSW Office of Local Government</li> <li>• Local and Federal Members of Parliament</li> </ul>

## Delivery Program 2025-2029

Events			
Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Increase event participation and attendance	Increase event attendance by 5% on previous years	People counters (either digital or manual) at event entrances/precincts	Manager Cultural Venues and Events
Event satisfaction performance scale	80% or more of event survey responses rate as 'Satisfied' / 'Very Satisfied'	Survey data	
Direct collaboration with community groups at cultural events	Direct collaboration with a minimum of one community group per cultural event	Steering Committee Meeting Minutes	
Support local businesses and artisans	Maintain a minimum of 30% local suppliers, vendors and contractors from the LGA	TechnologyOne	
Capacity build and mentor new artists/businesses for each major event	Stallholder and performer inductions held for each major event	Pathways	
Maintain return on investment and cost per attendee rate	Maintain at \$6 p/h or less	Calculated as event delivery cost/ attendee numbers in digital report	
Improve financial sustainability through external income streams and revenue	At least 10% of event cost offset by incoming revenue	TechnologyOne	
Ensure operational cost savings through strategic partnerships and sponsorships (including negotiated discounts and in-kind support)	A minimum \$150,000 offset on production costs obtained savings through strategic partnerships and sponsorships	TechnologyOne	

## Planned Projects and Activities 2025-2029

Events				
Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Develop and implement the Cultural Strategy	2025	\$20,000	Survey data	Manager Cultural Venues and Events
Liverpool City Council Events Advisory Board	2025-2029	Operating Budget	Advisory Board Meeting Minutes	
Permit/Plug/Play Pilot program	2025-2029	\$500,000 grant funded by Transport for NSW	TechnologyOne	

## 2025-2026 Operational Plan

Events		
Detailed Actions	Annual Budget	Responsibility
Deliver key annual events including Australia Day, New Years Eve, Christmas and NAIDOC	\$780,000	Manager Cultural Venues and Events
Install temporary Christmas lights at key locations in the CBD to commemorate Christmas period	\$70,000	
Deliver 6-11 family-friendly day time suburban activations held in rotating parkland locations	\$200,000	

# MAJOR PROJECTS AND EVENTS 2025-2029



## EXPERIENCE THE WORLD: FESTIVAL SERIES

Experience the World is a vibrant series of weekend-long cultural festivals held throughout the year, celebrating the rich multicultural fabric of the Liverpool community. Each event focuses on a different culture or region of the world, offering immersive, family-friendly experiences that bring people together through food, music, dance, art, and storytelling.

Designed to foster cross-cultural understanding and pride in local identity, the events typically feature curated performances, hands-on workshops, artisan markets, traditional and contemporary cuisine, and engaging visual displays.

Held in Liverpool's CBD, the series activates Liverpool's urban environment, drives local economic activity, and builds cultural tourism.

The series has grown significantly since its inception, now drawing hundreds of thousands of attendees and receiving recognition through multiple industry and

government awards. It serves as a flagship example of how culture-led programming can meaningfully engage community, celebrate diversity, and enhance Council's public profile.

### Project Delivery Responsibility

Director Community and Lifestyle

### Estimated Cost

\$1.2 million

### Project Timing

This event is scheduled to run from 2025 to 2029

### Key Stakeholders

- Local businesses including, but not limited to Macquarie Mall and wider CBD
- Multicultural NSW
- Western Sydney Migrant Resource Centre
- Little India Association
- Gandangara and Tharawal Aboriginal Land Councils
- Local clubs and associations
- Relevant country embassies
- Charities (AusRelief)

- Liverpool Neighbourhood Connection
- KARI Foundation
- Matavai Pacific Cultural Arts
- Leo Tanoi
- SBS Australia
- Everybody Dance
- Street University
- The Area Movement
- New Gen Artistry
- National Rugby League (NRL)
- Cricket Australia
- Transport for NSW

#### Actions

1. Review and design yearly calendar to align with cultural dates and relevance
2. Consult with stakeholders and engage with steering committees
3. Review budget viability for cost savings across multiple events to support overall budget sustainability
4. Creative planning and concepting
5. Logistics and planning
6. Delivery
7. Post event reporting and reviews

#### Project Lead

Manager Cultural Venues and Events

## 1.3 – Recreation and Community Outcomes

The Recreation and Community Outcomes service area seeks to improve the liveability of the Liverpool community through the facilitation and creation of services, programs and activities that improve the physical, mental and social wellbeing of the community.

In addition, the service area seeks to identify and address gaps in the provision of services for marginalised populations and targeted community groups. Council leverages its partnerships with its network of community organisations, Non-Governmental Organisations (NGOs) and other agencies and providers.

Key functions include:

- Ensure delivery of a suite of programs and activities that enhances the physical, mental and social wellbeing of the community;
- Maximise activation of Council’s parks and recreation spaces, sporting fields, community facilities and leisure centres;
- Implement strategies to ensure participation in recreation, leisure and community activities reflects the diversity of the community;
- Deliver targeted activation strategies and ensure that the needs of targeted communities are canvassed and met;
- Develop and maintain a network of key community organisations and to represent and advocate for the needs of targeted community groups.

<b>Strategic Objective</b>	Healthy, Inclusive, Fair
<b>Relevant 10-Year Strategies</b>	<p>1a - Deliver vibrant parks, community hubs and facilities that improve liveability and quality of life for everyone in the community.</p> <p>1b - Foster a cohesive and inclusive community that embraces cultural diversity and supports freedom for all residents to comfortably express and practice their faith.</p> <p>1c - Adopt a place-based, integrated neighbourhood approach to service delivery that ensures equitable access to services and outcomes for all communities.</p> <p>1e - Deliver great and exciting events and programs for our people and visitors.</p> <p>1g - Advocate and work in partnership for improved, accessible health services and infrastructure and screening and promotion programs which meet the needs of Liverpool’s growing and diverse population.</p>
<b>Responsibility</b>	Director Community and Lifestyle

Related Documents, Plans and Strategies	Relationships
<ul style="list-style-type: none"> <li>• Liverpool City Council Disability and Inclusion Action Plan 2024-2028</li> <li>• Liverpool City Council Draft Reconciliation Action Plan 2025-2026</li> <li>• Liverpool City Council Local Strategic Planning Statement - Connected Liverpool 2040</li> <li>• Liverpool City Council Community Facilities Strategy 2017-2022</li> <li>• Office of Sport Strategic Plan 2020-2024</li> <li>• Management Contract ST2494</li> <li>• Liverpool City Council Recreation, Open Space and Sport Strategy 2018-2028</li> <li>• Liverpool City Council Aquatic and Leisure Centres Strategy 2018</li> <li>• Liverpool City Council Positive Ageing Action Plan 2022-2026</li> <li>• Liverpool City Council Mobile Food Vending Vehicles Policy 2022</li> <li>• Liverpool City Council Buskers Policy 2022</li> </ul>	<ul style="list-style-type: none"> <li>• State and Federal government grant administrators</li> <li>• Gandangara and Tharawal Local Aboriginal Land Councils, and other First Nations stakeholders</li> <li>• NSW Department of Planning, Housing and Infrastructure</li> <li>• Office of Sport</li> <li>• South Western Sydney Local Health District</li> <li>• South West Sydney Academy of Sport</li> <li>• Sporting Clubs and Associations</li> <li>• Royal Life Saving Society NSW</li> <li>• Bradfield Development Authority</li> <li>• NSW Department of Education</li> </ul>

## Delivery Program 2025-2029

Recreation and Community Outcomes			
Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Leisure Centre Visitations	Achieve 5,000,000 annual visitations	Leisure Centre Performance Scorecard	Manager Community Recreation
Utilisation of Council's Community and Sporting facilities	90% utilisation rate	Zipporah Booking System	
Increase number of program opportunities to targeted populations	Deliver 5 program opportunities annually	Zipporah Booking System Leisure Centre quarterly reports Quarterly Reporting	
Diversity of participation	12% of total participants identify as belonging to diverse backgrounds	Zipporah Booking System Leisure Centre quarterly reports Quarterly Reporting	
Expenditure of community grants program	95% of allocated grant funds expended annually	Online grants platform	
Lead the delivery of the Disability Inclusion Action Plan	Delivery 70% of actions over four years	Disability Inclusion Action Plan 2024-2028	
Lead the delivery of the Reconciliation Action Plan	Deliver 90% of actions annually	Reconciliation Action Plan 2025-2026	

## Planned Projects and Activities 2025-2029

Recreation and Community Outcomes				
Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Deliver on targeted precinct activation plans	2025-2029	Operating Budget	Zipporah Booking System	Manager Community Recreation

## Service Levels

Respond to customer, Councillor and mayoral enquiries as required.

Ensure that Council programs, services and activities are delivered in line with service level standards.

Ensure that Council's recreation and community facilities meet the standards required to meet community demands.

## 2025-2026 Operational Plan

Recreation and Community Outcomes		
Detailed Actions	Annual Budget	Responsibility
Ensure effective transition of Council's Leisure Centre Management Contract including the delivery of capital works program	Operating Budget	Key venues Coordinator / Manager Community Recreation
Deliver on Chipping Norton Lakes Activation Plan		
Implement an Expressions of Interest process for the use of all Council Community Facilities and sports grounds	Operating Budget	Recreation and Community Coordinator
Develop a targeted Community Development Strategy that outlines key deliverables for the period 2025-2030	Operating Budget	Community Development Coordinator
Delivery of 2168 Children Parliament program		
Maximise participation in Community Hubs Program		
Establish and deliver on a calendar of programs for targeted community groups (Youth, First Nations, People with Disability, CALD, Seniors)		
Implement actions from the Disability Inclusion Action Plan and Reconciliation Action Plan	Operating Budget	Community Development Coordinator / Coordinator Recreation and Community
Deliver on Council's Grants Program		
Deliver on a portfolio of masterplans for identified community recreation venues	Operating Budget	Manager Community Recreation

# MAJOR PROJECTS AND EVENTS 2025-2029



## CHIPPING NORTON LAKES PRECINCT ACTIVATION PLAN

The Chipping Norton Lakes Activation Strategy seeks to leverage the natural beauty of the Chipping Norton Lakes area, transforming the facility from a passive recreation space to a thriving, vibrant and active precinct. The project will deliver on a sustainable recreation offering that meets the unmet demand for active informal sport and recreation activities that provides a financial return to Council.

In broad terms, the plan seeks to activate the precinct through:

- Re-establishing the Chipping Norton Lakes Kiosk;
- Delivering active recreation initiatives;
- Delivering pop-up community events; and
- Redefining the use of the Chipping Norton homestead to an active event location.

### Project Delivery Responsibility

Director Community and Lifestyle

### Estimated Cost

Costs associated with delivery will be offset by new revenue streams

### Project Timing

This project is scheduled to run from 2025 to 2030

### Key Stakeholders

- Chipping Norton community
- Liverpool City Council

### Actions

1. Develop Activation Strategy
2. Update Plan of Management
3. Undertake EOI process for service delivery
4. Complete DA as identified
5. Undertake internal and external stakeholder engagement and community consultation
6. Develop outward-facing marking plan

### Project Lead

Manager Community Recreation

## 1.4 – Community Planning

The Community Planning service area delivers planning for social infrastructure including community facilities, parks, sporting, recreational and open spaces for Liverpool’s existing and growing community.

Key functions include:

- Undertaking Social Impact Assessments; and
- Delivering the Community Facilities Strategy and Action Plan and Strategic Projects and Priority Program.

<b>Strategic Objective</b>	Healthy, Inclusive, Fair
<b>Relevant 10-Year Strategies</b>	1a - Deliver vibrant parks, community hubs, services and facilities that improve liveability and quality of life for everyone in the community.  1f - Support active and healthy lifestyles by improving accessibility, footpaths, cycleways and walkways and other infrastructure that promotes and supports active transport.
<b>Responsibility</b>	Director Operations
<b>Related Documents, Plans and Strategies</b>	<b>Relationships</b>
<ul style="list-style-type: none"> <li>• Liverpool City Council Recreation, Open Space and Sports Strategy 2018-2028</li> <li>• Liverpool City Council Community Facilities Strategy 2017-2022</li> <li>• Green Grid Implementation Study 2020</li> <li>• Social Infrastructure Planning Guidelines 2018</li> <li>• Contributions Plan</li> </ul>	<ul style="list-style-type: none"> <li>• NSW Department of Planning, Housing and Infrastructure</li> <li>• Sports NSW</li> <li>• Parks and Leisure Australia</li> <li>• Liverpool residents and committee members</li> <li>• Sydney Water</li> </ul>

### Planned Projects and Activities 2025-2029

Community Planning				
Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Review and update Council’s Recreation and Open Space Strategy	2026-2028	\$125,000	InfoCouncil	Manager Infrastructure Planning
Review and update Council’s Community Facilities Strategy	2026-2028	\$125,000	InfoCouncil	Manager Community Recreation

## 2025-2026 Operational Plan

Community Planning		
Detailed Actions	Annual Budget	Responsibility
Complete Generic Plans of Management for community facilities, parks and sportsfields	\$200,000	Coordinator Community Planning
Complete Plan of Management for Craik Park	Operating Budget	
Progress the planning and design of open space and recreation infrastructure in growth areas	Operating Budget	
Progress the planning and design of community facilities in growth areas	\$75,000	

## 1.5 – Children’s Services

Council’s Children’s Services is responsible for the direct provision of six early education and care services and two preschool service, catering for a total of 260 long day care places and six preschool places. Council is committed to providing the highest quality care and education for children and support for families.

Key functions include:

- Operating Early Education and Care Centres;
- Delivering Early Childhood Education and Care;
- Operating the Community Based Preschool;
- Providing child and family Outreach Programs; and
- Providing educational and social programs to the community to support social cohesion and pathways into Early Childhood.

<b>Strategic Objective</b>	Healthy, Inclusive, Fair
<b>Relevant 10-Year Strategies</b>	1a - Deliver vibrant parks, community hubs, services and facilities that improve liveability and quality of life for everyone in the community.
<b>Responsibility</b>	Director Community and Lifestyle
<b>Related Documents, Plans and Strategies</b>	<b>Relationships</b>
<ul style="list-style-type: none"> <li>• Children’s Services strategy 2021-2022</li> <li>• Future Demands Report 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Miller TAFE</li> <li>• Western Sydney University and University of Wollongong</li> <li>• Western Sydney Migrant Resource Centre</li> <li>• Community Early Learning Australia</li> <li>• Early Childhood Australia</li> <li>• Early Childhood Education Advisory Group</li> <li>• Local Government NSW</li> <li>• NSW Department of Education</li> <li>• Department of Education, Skills and Employment (DESE)</li> </ul>

## Delivery Program 2025-2029

Children's Services			
Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Manage the financial viability of Children's Services	A net cost of zero to Council	Technology One	Manager Children's Services
Effectively manage the utilisation of services to ensure operational effectiveness	Total of 97% utilisation	HubHello	

## Planned Projects and Activities 2025-2029

Children's Services				
Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Work in partnership with external agencies including the NSW Department of Education and universities to enhance professional practicums for early childhood students and support strategic workforce solutions	2025-2029	Operating Budget	Aurion (Council recruitment data)	Manager Children's Services
Work with external stakeholders to deliver programs within the community to enhance social outcomes for vulnerable children	2025-2029	Operating Budget	Enrolment data	

## Service Levels

Provide quality high education and care to members of the community.

Provide safe environments which support children's health and wellbeing.

Provide community outreach programs to enhance social outcomes for vulnerable children.

## 2025-2026 Operational Plan

Children's Services		
Detailed Actions	Annual Budget	Responsibility
Manage the financial viability of Children's Services	Operating Budget	Manager Children's Services
Effectively manage the utilisation of services to ensure operational effectiveness	Operating Budget	
Work with Woman and Girls Emergency Centre to deliver the "All In" project, supporting violence prevention	Funded Program	

## 1.6 – Arts and Culture

Liverpool Powerhouse is a dynamic cultural precinct located along the Georges River, delivering inclusive, and engaging arts experiences for all. Home to vibrant exhibitions, live performances, hands-on workshops, festivals and community events, the Powerhouse celebrates and encourages participation in all forms of creativity. With an array of spaces for hire, including various workshop and meeting rooms and a 322 seated theatre. It is also available for private and community functions. Together with award-winning Bellbird Dining & Bar the venue serves as a hub for artistic expression and cultural connection, proudly championing local talent, diverse programming and participation in the creative industries.

Key functions include:

- Art exhibitions;
- Events and festivals;
- Concerts and performances;
- Theatre shows;
- In-House dining experience, and catering and;
- Public Programs and workshops.

<b>Strategic Objective</b>	Healthy, Inclusive, Fair
<b>Relevant 10-Year Strategies</b>	<p>1b - Foster a cohesive and inclusive community that embraces cultural diversity and supports freedom for all residents to comfortably express and practice their faith.</p> <p>1c - Adopt a place-based, integrated neighbourhood approach to service delivery that ensures equitable access to services and outcomes for all communities.</p> <p>1e - Deliver great and exciting events and programs for our people and visitors.</p>
<b>Responsibility</b>	Director Community and Lifestyle

### Related Documents, Plans and Strategies

- Liverpool Powerhouse Board Charter
- Collections and Acquisitions Policy
- Incoming Sponsorship Policy

### Relationships

- Western Sydney University
- South Western Sydney Local Health District
- Sydney Festival
- Italian Institute of Culture
- NSW Department of Education
- Create NSW
- Office of the 24-hour Commissioner
- Multicultural NSW
- Settlement Services International
- Liverpool Art Society Inc.
- Mil-Pra Aboriginal Education Consultative Group (Mil-Pra AECG)
- KARI Foundation
- Liverpool Performing Arts Ensemble Inc.
- Arts and Health Alliance

## Delivery Program 2025-2029

Arts and Culture			
Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Engagement and audience experience	Increase patronage compared to previous years	People counters (digital or manual) Ticket sales	Manager Cultural Venues and Events
Community satisfaction with programs and services	>80% of respondents report being 'satisfied' or 'very satisfied'	At event and post event Surveys	
New attendee growth and reach	New attendee growth and reach	Post-visitation surveying for ticketed events and dining	
Optimising utility	Revenue increase on venue hire across Council's portfolio	TechnologyOne	
Workshop session capacity utilisation	Achieve a minimum 75% average capacity across all workshop sessions	Council's ticketing system	
Increase in number of workshops delivered annually	Increase number of workshops delivered per quarter by 20% annually	Council's calendar of events and ticketing system	
Local capacity building	Introduce a minimum of two (2) new workshop formats or partnerships annually to diversify offerings	Council's ticketing system	
Growth in partnership with local creative organisation or collectives	Establish and sustain at least one new partnership annually	Partnership agreements MOUs Project collaboration records	

## Planned Projects and Activities 2025-2029

Arts and Culture				
Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Cultural events at Liverpool Powerhouse	2025-2029	\$230,930	Council's ticketing system TechnologyOne	Manager Cultural Venues and Events
Liverpool Art Society Prize and Exhibition	2025-2029	\$5,000	Council's ticketing system TechnologyOne	
Mil-Pra Prize and Exhibition	2025-2029	\$5,000	Council's ticketing system TechnologyOne	
Friday Evening Engagement	2025-2029	\$20,000	Council's ticketing system TechnologyOne	

## 2025-2026 Operational Plan

Arts and Culture		
Detailed Actions	Annual Budget	Responsibility
Deliver Council's annual exhibitions	\$176,625	Manager Cultural Venues and Events
Deliver new initiatives including workshops, cultural events and festivals and engagement programming at Liverpool Powerhouse	\$282,660	
Develop prospectus documents that facilitate new business, partnerships and sponsorships	Operating Budget	
Expand dining offerings across Council's programming and establish products that broaden the existing customer base	Operating Budget	

## 1.7 – City Infrastructure Delivery and Construction

The City Infrastructure Delivery and Construction service area undertakes the planning and delivery of Council's asset renewal and replacement programs to ensure ongoing asset serviceability and continuity, to provide best value investment in community infrastructure. This service is also responsible for planning and delivering Council's major and strategic community infrastructure projects to meet demand from growth and to improve the amenity and liveability across the LGA.

Key functions include:

- Managing existing assets through planning and delivery of asset renewal and replacement programs for Council's entire portfolio of assets encompassing roads and transport, buildings, drainage systems and open space;
- Improving access and mobility for all road users by providing new footpaths and shared paths across the LGA; and
- Improving safety for pedestrians and motorists by providing traffic control devices across the LGA.

<b>Strategic Objective</b>	Healthy, Inclusive, Fair
<b>Relevant 10-Year Strategies</b>	<p>1a - Deliver vibrant parks, community hubs, services and facilities that improve liveability and quality of life for everyone in the community.</p> <p>1c - Adopt a place-based, integrated neighbourhood approach to service delivery that ensures equitable access to services and outcomes for all communities.</p> <p>1f - Support active and healthy lifestyles by improving accessibility, footpaths, cycleways and walkways and other infrastructure that promotes and supports active transport.</p> <p>1g - Advocate for improved, accessible health services and infrastructure which meet the needs of Liverpool's growing and diverse population.</p>
<b>Strategic Objective</b>	Evolving, Prosperous, Innovative
<b>Relevant 10-Year Strategies</b>	<ul style="list-style-type: none"> <li>• 3a – Continue to invest in improving and maintaining Liverpool's road networks and infrastructure.</li> </ul>
<b>Responsibility</b>	Director Operations

Related Documents, Plans and Strategies	Relationships
<ul style="list-style-type: none"> <li>• Liverpool City Council Community Facilities Strategy 2017-2022</li> <li>• Liverpool City Council Recreation, Open Space and Sports Strategy 2018-2028</li> <li>• Liverpool City Council Asset Management Policy and Strategy</li> <li>• Liverpool City Council Asset Management Plans (Building, Transport, Drainage and Open Space)</li> <li>• Liverpool City Council Disability Inclusion Action Plan 2024-2028</li> <li>• Building Code of Australia</li> <li>• Australian Standards</li> <li>• Everybody Can Play Guidelines</li> <li>• Transport for NSW Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Transport for NSW</li> <li>• NSW Department of Planning and Environment</li> <li>• Infrastructure NSW</li> <li>• Heritage NSW</li> <li>• NSW Environmental Protection Authority</li> <li>• SafeWork NSW</li> <li>• Utility service providers</li> <li>• Western Sydney Infrastructure Grants Program Office</li> <li>• Gandangara Local Aboriginal Land Council</li> <li>• Liverpool City Centre businesses</li> <li>• Crown Lands</li> </ul>

### Delivery Program 2025-2029

City Infrastructure Delivery and Construction			
Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Delivery of approved annual program of asset renewal works	<ul style="list-style-type: none"> <li>• Less than 15% of approved capital works program budget as carry over annually</li> <li>• Expenditure not to exceed approved budget</li> </ul>	Asset Management Plan Condition Reports	Manager Projects Delivery
Delivery of annual strategic projects program of works	<ul style="list-style-type: none"> <li>• Less than 15% of approved works program as carry over annually</li> <li>• Expenditure not to exceed approved budget</li> </ul>	Strategic Plans	
Delivery of Western Sydney Infrastructure Grants (WISG) Program of works	<ul style="list-style-type: none"> <li>• Expenditure not to exceed budget</li> </ul>	TechnologyOne	Program Manager Western Sydney Infrastructure Grants Program

### Service Levels

Council facilities are operational with minimal disruption to the public (no closing of the facility)

## 2025-2026 Operational Plan

City Infrastructure Delivery and Construction		
Detailed Actions	Annual Budget	Responsibility
Edmondson Avenue Upgrade, Austral <ul style="list-style-type: none"> <li>• Complete acquisition plans</li> <li>• Land acquisition</li> </ul>	\$4,703,655	Senior Project Manager Building Projects
Middleton Drive Extension / M7 Underpass Middleton Grange <ul style="list-style-type: none"> <li>• Complete investigations</li> <li>• Prepare detailed design</li> <li>• Approval to commence construction</li> </ul>	\$6,000,000	
Basin 14 Edmondson Park – Flood Detention Basin <ul style="list-style-type: none"> <li>• Procurement of construction works</li> <li>• Commence construction of Basin 14</li> </ul>	\$2 million	Coordinator Floodplain and Water Management
Carnes Hill Aquatic and Recreation Centre <ul style="list-style-type: none"> <li>• Prepare detailed design</li> <li>• Complete EOI process for construction</li> <li>• Receive DA approval</li> <li>• Commence Tender process for construction</li> </ul>	\$3,064,000	Program Manager Western Sydney Infrastructure Grants Program
Brickmakers Creek <ul style="list-style-type: none"> <li>• Complete EOI process for park construction</li> <li>• Complete detailed design for community building</li> <li>• Complete tender process for park construction</li> <li>• Complete Request for Quote process for community building</li> </ul>	\$6,360,000	
Light Horse Park <ul style="list-style-type: none"> <li>• Receive DA approval for park</li> <li>• Receive DA approval for community building</li> <li>• Complete construction of carpark</li> </ul>	\$16,499,000	

## 2025-2026 Operational Plan

### City Infrastructure Delivery and Construction (continued)

Detailed Actions	Annual Budget	Responsibility
<p>Macquarie Street</p> <ul style="list-style-type: none"> <li>Complete Stage 1 construction Macquarie Street (Moore Street to Scott Street)</li> <li>Complete detailed design for Macquarie Street</li> <li>Complete procurement process for Macquarie Street construction</li> <li>Commence Macquarie Street construction</li> </ul>	\$7,079,236	Program Manager Western Sydney Infrastructure Grants Program
<p>Railway Street</p> <ul style="list-style-type: none"> <li>Complete detailed design for Railway Street</li> <li>Complete procurement process for Railway Street construction</li> <li>Commence Railway Street construction</li> </ul>	\$6,219,898	
<p>Scott Street</p> <ul style="list-style-type: none"> <li>Complete detailed design for Scott Street</li> <li>Complete procurement process for Scott Street construction</li> <li>Commence Scott Street construction</li> </ul>	\$7,361,393	
Complete the Community Centre and Children Care Centre Rehabilitation Program	\$560,000	Manager Projects Delivery
Complete the Sports Amenity at Carnes Hill Sports Complex	\$1,700,000	
Complete new Amenity at Homestead Park	\$480,000	
Complete Chiller Replacement Liverpool Powerhouse	\$900,000	
Complete Outdoor Splash Park at Whitlam Leisure Centre	\$3,000,000	
Building Compliance Program	\$100,000	
Complete the Sports Amenity Building Upgrade Program	\$995,000	
Complete the Playground Replacement and Shade Program	\$675,000	
Complete the Local Park Upgrade Program	\$4,670,000	

## 2025-2026 Operational Plan

City Infrastructure Delivery and Construction (continued)		
Detailed Actions	Annual Budget	Responsibility
Complete Sports field upgrade Program	\$720,000	Manager Projects Delivery
Undertake construction of Carnes Hill Outdoor Sports Complex	\$3,934,000	
Complete Outdoor Gym Program	\$340,000	
Undertake design of Craik Park Sports Complex	\$370,000	
Complete the Road Rehabilitation Program	\$10,458,000	
Complete the new Footpath Capital Works Program	\$922,000	
Stormwater Rehabilitation Program	\$750,000	
Powerhouse Road - Georges River Erosion Protection works	\$7,840,000	

# MAJOR PROJECTS AND EVENTS 2025-2029



## BRICKMAKERS CREEK, LIVERPOOL – WOODWARD PARK

The project will revitalise green open space in the Woodward Park section of Brickmakers Creek in the heart of Liverpool to increase accessibility to a unique park and natural environment that is steeped in our past and will now be part of our future.

The key benefits of the project include recreational, water-sensitive urban design linking the recently completed north and south flood mitigation works plus pond, creek bed and native plantings rehabilitation.

When completed, the project will become a popular open space destination for children, and all members of the community, while making Brickmakers Creek a cleaner natural waterway.

Council is building an inclusive play space which will be easy to access, move about and provide a range of play options and challenges. The project will also create community building, modular amenities including timber decks, concrete paving, ramps, timber pedestrian bridges, shade, BBQ facilities, outdoor play equipment, flying fox, outdoor furniture, bike racks, and outdoor gym equipment and the First Nation Maria Lock historic walk. Gardens, highlighted by sandstone boulders and newly planted trees and lawn, including a fountain, will further enhance the aesthetic appeal of the project.

### Project Delivery Responsibility

Director Operations

### Estimated Project Budget

\$44.3 million

This project is majority funded by the NSW Government Western Sydney Infrastructure Grants Program (\$43.9 million) with a contribution from Liverpool City Council (\$400,000).

### Project Timing

Project construction is scheduled to run from 2026-2027

### Key Stakeholders

- Local Community
- NSW Department of Planning, Housing and Infrastructure
- NSW Premiers Department and Cabinet Office
- Utility service providers
- Crown Lands
- Gandangara Local Aboriginal Land Council
- Transport for NSW

### Actions

1. Obtain relevant approvals from external stakeholders
2. Procurement of designer, complete detail design /tender documentation
3. DA Approval of building
4. Procurement of construction works
5. Construction of Brickmakers Creek precinct
6. Construction of new community centre

### Project Lead

Program Manager Western Sydney  
Infrastructure Grants Program

# MAJOR PROJECTS AND EVENTS 2025-2029 CONTINUED



## CARNES HILL AQUATIC AND RECREATION CENTRE, CARNES HILL

The Carnes Hill Aquatic and Recreation Centre project is the design and construction of a community aquatic and recreation centre that will complement the Michael Clarke Recreation Centre and Carnes Hill Library on the same site.

The new aquatic centre will include a 25 metre pool, learn-to-swim pool, children's splashpad and café.

The facility will enable multiple activities such as learn-to-swim programs and other interactive water-based leisure activities.

### Project Delivery Responsibility

Director Operations

### Estimated Project Budget

The project is funded by the NSW Government Western Sydney Infrastructure Grants Program (\$53.4 million) and Liverpool City Council (\$4.265 million) from its Carnes Hill Stage 2 Precinct Development Reserve.

### Project Timing

Project construction is scheduled to run from 2026-2028

### Key Stakeholders

- NSW Premiers Department and Cabinet Office
- Local Community
- NSW Department of Planning, Housing and Infrastructure
- Utility service providers
- Transport for NSW

### Actions

1. Complete detailed design and tender documentation
2. Obtain relevant approvals from external stakeholders
3. DA approval
4. Procurement of construction works
5. Construction of aquatic centre

### Project Lead

Program Manager Western Sydney Infrastructure Grants Program



## LIGHT HORSE PARK, LIVERPOOL

The Light Horse Park Redevelopment will transform an underutilised park into an active and vibrant public space that will be delivered in three stages.

- Stage 1 (delivered in February 2025) is the accessible kayak launch facility.
- Stage 2 includes a revamped carpark with access to the pontoon, and the ability to install electric vehicle charging stations.
- Stage 3 includes the implementation of upgraded landscape and tree planting, the construction of a playground, water play, outdoor gym areas, sports oval, picnic shelters, walking path, and lighting upgrades. This stage also includes the revitalisation of the Georges River foreshore by restoring the riverbanks and the constructing river viewing platforms.
- Stage 4 includes a new community building. This project aims to improve the connectivity from the CBD to the river to reactivate the foreshore area, the rail station and the adjacent neighbourhoods, while encouraging both physical and visual connections to the Georges River foreshore.

### Project Delivery Responsibility

Director Operations

### Estimated Project Budget

This project is funded through a combination of grants and community contributions including the Transport for NSW Boating Grant (\$163,000), Western Parkland City Liveability Grant (\$2,040,000), Western Sydney Infrastructure Grants Program (\$27.7 million) and the Liverpool City Centre Contributions Plan (\$6,717,890).

### Project Timing

Project construction is scheduled in stages from 2024-2026

### Key Stakeholders

- NSW Premiers Department and Cabinet Office
- Local community
- Crown Lands
- Gandangara Local Aboriginal Land Council
- Sydney Trains
- Transport for NSW
- NSW Department of Planning, Housing and Infrastructure
- Transport Asset Holding Entity
- Utility service providers

### Actions

1. Complete detailed design and tender documentation
2. Obtain relevant approvals from external stakeholders
3. Procurement of construction works
4. Construction and embellishment of Light Horse Park
5. Design and construction of community facility including DA approval

### Project Lead

Program Manager Western Sydney Infrastructure Grants Program

# MAJOR PROJECTS AND EVENTS 2025-2029 CONTINUED



## MACQUARIE STREET, LIVERPOOL CITY CENTRE - STREETSCAPE IMPROVEMENTS

This project aims to provide a vibrant active public space along Macquarie Street with the key focus between Moore Street and Castlereagh Street to improve pedestrian experience and stimulate local business.

The work will take place in Stages:

- Stage 1: Moore Street to Scott Street – Completion scheduled for mid-2025
- Stage 2: Scott Street to Terminus Street - Completion scheduled for 2026
- Stage 3: Campbell Street to Hume Highway - Completion scheduled for 2026

### Project Delivery Responsibility

Director Operations

### Estimated Project Budget

This project is funded by the NSW Government Western Sydney Infrastructure Grants Program (\$13.5 million), with a \$200,000 contribution from Liverpool City Council.

### Project Timing

This project is scheduled to run in stages from 2024-2027

### Key Stakeholders

- NSW Premiers Department and Cabinet Office
- Liverpool City Centre businesses and property owners
- Liverpool City Council Local Traffic Committee
- Liverpool City Council Access Committee
- Liverpool City Council CBD and Tourism Committee
- Transport for NSW
- Local Utilities

### Actions

1. Complete concept design documentation
2. Undertake community consultation
3. Complete detailed design and tender documentation
4. Procurement and engagement of contractor to undertake construction
5. Construction of streetscape improvements and surrounding works

### Project Lead

Program Manager Western Sydney Infrastructure Grants Program



## **RAILWAY STREET, LIVERPOOL CITY CENTRE – STREETScape IMPROVEMENTS**

The upgrade of Railway Street, between Bigge Street and George Street, will strengthen key pedestrian links between Liverpool Station and the Liverpool City Centre. The upgrade will enhance pedestrian priority along Railway Street providing increased public domain area and landscaping, as well as opportunities for outdoor dining and other activities to support local businesses and Liverpool Public School.

### **Project Delivery Responsibility**

Director Operations

### **Estimated Project Budget**

This project is funded by the NSW Government Western Sydney Infrastructure Grants Program (\$7 million), with a \$200,000 contribution from Liverpool City Council.

### **Project Timing**

This project is scheduled to run from mid-2024 to mid-2026

### **Key Stakeholders**

- NSW Premiers Department and Cabinet Office

- Liverpool City Centre businesses and property owners
- Liverpool City Council Local Traffic Committee
- Liverpool City Council Access Committee
- Liverpool City Council CBD and Tourism Committee
- Local Utilities
- Liverpool Public School
- Schools Infrastructure NSW
- Transport for NSW

### **Actions**

1. Complete concept design documentation
2. Undertake community consultation
3. Complete detailed design and tender documentation
4. Procurement and engagement of contractor to undertake construction
5. Construction of streetscape improvements and surrounding works

### **Project Lead**

Program Manager Western Sydney Infrastructure Grants Program

# MAJOR PROJECTS AND EVENTS 2025-2029 CONTINUED



## SCOTT STREET, LIVERPOOL CITY CENTRE – STREETScape IMPROVEMENTS

The upgrade of Scott Street/Memorial Avenue, between Hume Highway and Bigge Street seeks to strengthen the quality of the public domain at the southern end of the Liverpool CBD, enhancing the streetscape to support the major existing commercial buildings and recent key developments such as Liverpool Civic Place, and prepare the precinct for imminent and future development.

### Project Delivery Responsibility

Director Operations

### Estimated Project Budget

This project is funded by the NSW Government Western Sydney Infrastructure Grants Program (\$8.1 million), with a \$200,000 contribution from Liverpool City Council.

### Project Timing

This project is scheduled to run until mid-2026.

### Key Stakeholders

- NSW Premiers Department and Cabinet Office
- Liverpool City Centre businesses and property owners
- Liverpool City Council Local Traffic Committee
- Liverpool City Council Access Committee
- Liverpool City Council CBD and Tourism Committee
- Local Utilities
- Transport for NSW

### Actions

1. Complete concept design documentation
2. Undertake community consultation
3. Complete detailed design and tender documentation
4. Procurement and engagement of contractor to undertake construction
5. Construction of streetscape improvements and surrounding works

### Project Lead

Program Manager Western Sydney  
Infrastructure Grants Program



## GOVERNOR MACQUARIE DRIVE (GMD) AND HUME HIGHWAY INTERSECTION UPGRADE

This project involves upgrading the intersection at the Hume Highway by widening the dedicated turning lanes on Governor Macquarie Drive (GMD), with the goal of enhancing traffic flow and easing congestion along GMD.

### Project Delivery Responsibility

Director Operations

### Estimated Project Budget

\$11.68 million

### Project Timing

June 2026

### Key Stakeholders

- Australian Turf Club
- Transport for NSW
- Warwick Farm Central
- Utility Services Authority

### Actions

1. Obtain relevant approvals from Utility Services - Complete
2. Land acquisition – Underway
3. Utility Services relocation works
4. Procurement (Tender Preparation and Award Contract)
5. Construction Commencement

### Project Lead

Coordinator Civil Engineering Programs

# MAJOR PROJECTS AND EVENTS 2025-2029 CONTINUED



## EDMONDSON AVENUE UPGRADE, AUSTRAL

The Edmondson Avenue Upgrade project is a fully grant-funded project, with funding provided by the Department of Planning, Housing and Infrastructure through its State Infrastructure Contributions Scheme (SIC) in place for new urban release areas. The project seeks to upgrade the current two-lane rural road to a four-lane urban road from Bringelly Road to Fifteenth Avenue. The current funding is design and land acquisition phases only.

### Project Delivery Responsibility

Director Operations

### Estimated Project Budget

\$71.43 million

### Project Timing

This project is scheduled to run from 2025 to 2028

### Key Stakeholders

- NSW Department of Planning Housing and Infrastructure
- Local Community

### Actions

1. Complete detailed design and documentation
2. Obtain relevant approvals from external stakeholders
3. Complete acquisition plans
4. Land acquisition

### Project Lead

Senior Project Manager Building Projects



## **BASIN 14 EDMONDSON PARK – FLOOD DETENTION BASIN**

The Basin 14 project is part Section 7.11 funded and part grant-funded, with grand funding provided by the NSW Department of Planning, Housing and Infrastructure and Infrastructure NSW.

The project delivers benefits to the community by reducing flood risk and enhancing public safety through the installation of a 50.6 megalitre flood detention basin. This infrastructure provides flood free development opportunity in Edmondson Park area and eliminates any flood risk downstream of the development area.

In addition the following benefits will be also achieved:

- Accommodate the planned growth of Edmondson Park.
- Facilitate the decommissioning of several temporary detention basins on adjacent privately owned land and increase the availability of developable land in Edmondson Park.
- Assist in the provision of open space and recreational facilities to the community, provide improved passive recreation through the provision of pathways.

- Improve water quality prior to discharge into the downstream environment.

### **Project Delivery Responsibility**

Director Operations

### **Estimated Project Budget**

\$40.6 million

### **Project Timing**

This project is scheduled to run from July 2025 to June 2028

### **Key Stakeholders**

- NSW Department of Planning, Housing and Infrastructure
- Infrastructure NSW
- Local Community

### **Actions**

1. Procurement of construction works
2. Construction of Basin 14

### **Project Lead**

Coordinator Floodplain and Water Management

# MAJOR PROJECTS AND EVENTS 2025-2029 CONTINUED



## BASIN 29 AUSTRAL – FLOOD DETENTION BASIN

The Basin 29 project is a Section 7.11 funded project. The project includes all associated demolition, earthworks, services and ancillaries' provisions including construction of a flood detention basin.

### Project Delivery Responsibility

Director Operations

### Estimated Project Budget

\$22.5 million

### Project Timing

This project is scheduled to run from 2025 to 2028

### Key Stakeholders

- Department of Infrastructure, Transport, Regional Development, Communications and the Arts.
- Local Community

### Actions

1. Complete investigations
2. Prepare detailed design
3. Approvals
4. Prepare construction documents

### Project Lead

Senior Project Manager Building Projects



## MIDDLETON DRIVE EXTENSION / M7 UNDERPASS MIDDLETON GRANGE

The Middleton Drive Extension project is part Section 7.11 funded and part grant-funded project, with grant funding provided by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts. The project involves construction of a road connecting Middleton Drive to Aviation Road underneath the M7.

### Project Delivery Responsibility

Director Operations

### Estimated Project Budget

\$12.2 million

### Project Timing

This project is scheduled to run from 2025 to 2027

### Key Stakeholders

- Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- Local Community

### Actions

1. Complete investigations
2. Prepare detailed design
3. Approvals
4. Prepare construction documents

### Project Lead

Senior Project Manager Building Projects

## STRATEGIC OBJECTIVE 2

2



# LIVEABLE, SUSTAINABLE, RESILIENT

**Our community wants a high-quality liveable city that is affordable, well planned, embraces technology, offers an improved transport network and protects and values the city's natural environment to accommodate future generations. The need for a resilient city to meet the challenges brought on by uncertainties of climate change and natural disasters was also a community priority.**

## 10-YEAR STRATEGIES

- Deliver a beautiful, clean and inviting city for the community to enjoy.
- Create a vibrant and pleasant evening economy by supporting diverse dining, cultural, and entertainment experiences in safe and welcoming public spaces.
- Enhance community safety and confidence through inclusive design, strong partnerships, and active community engagement.
- Manage waste effectively and be a leader in recycling and creating a vibrant circular economy.
- Create a cooler, greener Liverpool by improving tree canopy, enhancing public green spaces, and embedding sustainability across all of Council's operations.
- Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks and stresses.
- Manage stormwater and drainage infrastructure to mitigate risk to the environment and the community.
- Collaborate with First Nations communities to improve access to the Georges River and support its transformation into a vibrant place for recreation, culture, and lifestyle.
- Promote and advocate for an integrated transport network with improved public transport options and connectivity.
- Deliver effective and efficient planning and high-quality urban design to provide best outcomes for a growing city.
- Ensure housing diversity and affordability for people of all ages, incomes, and household types.

## 10-YEAR COMMUNITY INDICATORS

- Decrease Council's energy use
- Increase the percentage of diverse housing options in new developments
- Improve water quality
- Improve air quality
- Improve public safety ratings
- Increase recycling
- Increase waste diversion from landfill
- Increase the level of shade in public spaces
- Percentage of households living in housing stress (includes rental and mortgage stress)
- Increase in climate resilient suburbs
- Increase tree canopy cover
- Reduce emissions per capita
- Improve the health of priority waterways
- Percentage of dwellings available for low and moderate income earners to rent or buy without spending more than 30% of their income

## KEY PARTNERS

- Environmental Protection Authority
- Sydney Water
- Local environmental groups
- Endeavour Energy
- Department of Climate Change, Energy, the Environment and Water
- Cities Power Partnership
- Resilient Sydney Office
- Transport for NSW
- Western Sydney Regional Organisation of Councils

## 2

# LIVEABLE, SUSTAINABLE, RESILIENT



## 2.1 – City Waste and Recycling

The City Waste and Recycling service maintains and improves the amenity of the Liverpool area through action, education, and enforcement. It provides domestic waste services for Liverpool residents including the collection and processing of recycling, green waste, bulk waste, and various problem waste streams.

Key functions include:

- Managing the community's disposal of rubbish;
- Managing the Community Recycling Centre and household problem waste;
- Maintaining the cleanliness of public spaces; and
- Educating the community on waste disposal.

<b>Strategic Objective</b>	Liveable, Sustainable, Resilient
<b>Relevant 10-Year Strategies</b>	2a - Deliver a beautiful, clean and inviting city for the community to enjoy. 2d - Manage waste effectively and be a leader in creating a vibrant circular economy.
<b>Responsibility</b>	Director Operations
<b>Related Documents, Plans and Strategies</b>	<b>Relationships</b>
<ul style="list-style-type: none"> <li>• Liverpool City Council Innovation Strategy 2027</li> </ul>	<ul style="list-style-type: none"> <li>• NSW Environment Protection Authority</li> <li>• Western Sydney Regional Organisation of Councils</li> <li>• Local Community</li> </ul>

## Delivery Program 2025-2029

City Waste and Recycling			
Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Household Waste Collection including clean-up services e.g. general metal and mattresses	Increase landfill diversion rate to 80% by 2030	Tonnages reported from facilities	Manager Waste Services
Manage the Community Recycling Centre and Household Problem Waste	Increase customer visitors by 20% by 2030	Audit data from Acumen3	
Maintain the cleanliness of public spaces throughout the LGA	Maintain 95% of public bin servicing, CBD Cleaning and street sweeping program within schedule	HPE Content Manager	

### Service Levels

Respond to customer requests missed services regarding household waste collection e.g. general, metal, and mattresses within two business days.

Manage household waste collection (booked clean up service e.g. general, white goods, mattresses):

- 2m<sup>2</sup> of waste collected on the day it was booked; and
- 95% of household waste collected within timeframe.

Investigate and collect 95% of illegal waste within the required timeframe.

### 2025-2026 Operational Plan

City Waste and Recycling		
Detailed Actions	Annual Budget	Responsibility
Improve street sweeping services in the LGA	Operating Budget	Manager Waste Services
Manage the Community Recycling Centre and household problem waste	Operating Budget	
Undertake a service review of illegal waste management to identify improvements to how customer requests are taken, triaged, actioned and communication is made	Operating Budget	
Maintain 95% of the street sweeping program, spanning 3600 kilometres within schedule	Operating Budget	Co-ordinator Urban Services
Maintain 95% of the public bin servicing and CBD cleaning program within schedule	Operating Budget	

## 2.2 – City Maintenance

The City Maintenance service is committed to maintaining and enhancing the community's public infrastructure and outdoor environments. The service maintains the upkeep and repair of Council's footpaths and road assets the Central Business District (CBD) and oversees a comprehensive park maintenance program that includes proactive inspections, cleansing, and the sanitisation of playgrounds and picnic areas. With a strong focus on delivering accessible, high-quality recreational spaces, the service promotes physical activity, social interaction, and overall community well-being. Operating at the intersection of urban planning, environmental stewardship, and public health, the team strives to create vibrant, inclusive spaces for all. Additionally, it plays a critical role in emergency response, ensuring the continuity of Council services and the safety of public assets across the Local Government Area (LGA) during emergencies.

Key functions include:

- Repairing damaged road surfaces, footpaths, kerb, and gutter;
- Delivering the parks maintenance schedule;
- Undertaking the tree planting and replacement program;
- Delivering the bushland environmental restoration program;
- Maintaining Council's plant, fleet, and stores;
- Providing emergency support to the State Emergency Services and Rural Fire Service;
- Providing facility maintenance to Council's property portfolio to ensure that all areas, assets, and structures within or around a facility are maintained to the minimum standards under the National Construction Code (NCC) and/or related standards;
- Undertaking capital asset replacement and maintenance programs;
- Life Cycle Management of Council's plant and heavy fleet vehicles; and
- Stores and inventory management of raw materials, components, tools, spare parts and other stores required for operation.

<b>Strategic Objective</b>	Liveable, Sustainable, Resilient
<b>Relevant 10-Year Strategies</b>	<p>2a - Deliver a beautiful, clean and inviting city for the community to enjoy.</p> <p>2e - Create a cooler, greener Liverpool by improving tree canopy, enhancing public green spaces, and embedding sustainability across all of Council's operations.</p> <p>2f - Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks and stresses.</p>
<b>Responsibility</b>	Director Operations
<b>Related Documents, Plans and Strategies</b>	<b>Relationships</b>
<ul style="list-style-type: none"> <li>• Heritage Conservation Management Plan</li> <li>• Liverpool City Council Tree Policy</li> <li>• Liverpool City Council Tree Management Strategy 2024</li> <li>• Liverpool City Council Fleet Management Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Local Community</li> <li>• Roads and Maritime Services</li> <li>• State Emergency Services</li> <li>• NSW Rural Fire Service</li> <li>• Local utilities providers</li> <li>• Transport for NSW</li> <li>• Airport Authority</li> <li>• Environmental Protection Authority</li> <li>• Department of Primary Industries</li> </ul>

## Delivery Program 2025-2029

City Maintenance			
Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Reactive vs Scheduled maintenance ratio	Ratio <1.0	Pathway	Coordinator Delivery Maintenance
Australian Standards (AS1851)	100%	National Construction Code (BCA)	Manager Facilities
Australian Standards (AS3000)	100%	Australian Standards	
Australian Standards (AS3500)	100%	Australian Standards	

## Planned Activities and Projects 2025-2029

City Maintenance				
Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Ensure Council's facilities meet existing building compliance levels including leisure centres, community centres, childcare centres, heritage buildings, libraries and museum	2025-2029	Operating Budget	Australian Standards (AS1857)	Manager Facilities
Deliver safety, emergency and reactive maintenance to Council buildings and community facilities	2025-2029	Operating Budget	Pathways	
Support the Rural Fire Service (RFS) and State Emergency Service (SES), including emergency maintenance of facilities	2025-2029	Operating Budget	Pathways	
Deliver a road pavement condition report	2025-2027	Operating Budget	Visual condition assessments	Manager City works Civil operations
Undertake the tree management program, including tree planting and replacement	2025-2029	Operating Budget	Pathways	Coordinator Urban Trees Management
Continual Parks and Open space maintenance	2025-2029	Operating Budget	Pathways	Coordinators

## Service Levels

Maintain Council sportsgrounds once a week.

Undertake general parks maintenance as per the Hybrid red book program.

Undertake 45sqm of road patching daily.

Undertake 25sqm of footpath maintenance twice a week.

Maintain Council sportsgrounds once a week.

## 2025-2026 Operational Plan

### City Maintenance

Detailed Actions	Annual Budget	Responsibility
Undertake the tree management program, including tree planting and replacement	Operating Budget	Coordinator Urban Trees Management
Support the Rural Fire Service (RFS) and State Emergency Service (SES), including emergency maintenance of facilities	\$4 million	Manager Parks, Open Spaces and Sporting Fields
Ongoing maintenance of Council's Parks and Open spaces	Operating Budget	Coordinators
Deliver the road maintenance and footpath program, including road shoulders, kerb and gutter and sign repairs and CBD maintenance	Operating Budget	Coordinator Delivery Maintenance
Ensure Council's facilities meet existing building compliance levels including leisure centres, community centres, child care centres, heritage buildings, libraries and museum	Operating Budget	Co-ordinator Essential Services
Ensure percentage of annual fire safety statements are up-to-date as scheduled	Operating Budget	
Deliver safety, emergency and reactive maintenance to Council buildings and community facilities	Operating Budget	Manager Facilities Maintenance

## 2.3 – Urban Design

The Urban Design service area provides specialist advice to Council, the community, developers, the NSW Government and other organisations to guide the design of the built environment in Liverpool. This service area also provides design excellence services for Council.

Key functions include:

- Preparing policies, plans, strategies, studies, standards, guidelines, manuals, and other strategic documents;
- Preparing grant funding applications and providing planning and design services for Council-led infrastructure and public domain projects;
- Providing specialist advice on development applications and Federal, State, and Council-led infrastructure projects and programs of work located within the Liverpool Local Government Area;
- Convening design related advisory panels and working groups; and
- Promoting greener and healthier built outcomes with a focus on place making and active transport.

<b>Strategic Objective</b>	Liveable, Sustainable, Resilient
<b>Relevant 10-Year Strategies</b>	<p>2b - Create a vibrant and pleasant evening economy by supporting diverse dining, cultural, and entertainment experiences in safe and welcoming public spaces.</p> <p>2c - Enhance community safety and confidence through inclusive design, strong partnerships, and active community engagement.</p> <p>2e - Create a cooler, greener Liverpool by improving tree canopy, enhancing public green spaces, and embedding sustainability across all of Council's operations.</p> <p>2h - Collaborate with First Nations communities to improve access to the Georges River and support its transformation into a vibrant place for recreation, culture, and lifestyle.</p> <p>2j - Deliver effective and efficient planning and high-quality urban design to provide best outcomes for a growing city.</p> <p>2k - Ensure housing diversity and affordability for people of all ages, incomes, and household types.</p>
<b>Responsibility</b>	Director Operations

Related Documents, Plans and Strategies	Relationships
<ul style="list-style-type: none"> <li>• Liverpool City Centre Public Domain Master Plan</li> <li>• Liverpool's Tree Management Framework</li> <li>• Liverpool City Council Local Strategic Planning Statement - Connected Liverpool 2040</li> <li>• Liverpool City Council City Activation Strategy 2019-2024</li> <li>• Visitor Economy Plan</li> <li>• Sydney Region Plan - A Metropolis of Three Cities 2018</li> <li>• Government Architect NSW Apartment Design Guide</li> <li>• Government Architect NSW Better Placed</li> <li>• Government Architect NSW Design Review Panel Manual</li> <li>• Western City District Plan Six Cities Region Discussion Paper</li> </ul>	<ul style="list-style-type: none"> <li>• NSW Department of Planning, Housing and Infrastructure</li> <li>• Bradfield Development Authority</li> <li>• Transport for NSW</li> <li>• Sydney Metro Authority</li> <li>• NSW Department of Education</li> <li>• School Infrastructure NSW</li> <li>• Infrastructure NSW</li> <li>• NSW Health and South Western Sydney Local Health District</li> <li>• Council's Civic Advisory Committee</li> <li>• Council's Infrastructure and Planning Committee</li> <li>• Property NSW</li> <li>• Sydney Water</li> <li>• Water NSW</li> </ul>

### Planned Activities and Projects 2025-2029

Urban Design				
Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Progress priority projects identified in the Liverpool City Centre Public Domain Master Plan	2025-2029	Operating Budget	HPE Content Manager	Manager Infrastructure Planning
Progress priority initiatives identified in the Tree Management Framework	2025-2029	Operating Budget	HPE Content Manager	
Explore opportunities to improve the public domain and progress design of key streets within Liverpool City Centre	2025-2029	Operating Budget	HPE Content Manager	
Advocate for active transport, placemaking and healthy streets within the LGA	2025-2029	Operating Budget	HPE Content Manager	
Ensure design excellence and good design outcomes through Urban Design Advisory	2025-2029	Operating Budget	HPE Content Manager	

## Service Levels

Provide quality high education and care to members of the community.

Convene and coordinate monthly meetings for the Liverpool Design Excellence Panel (DEP).

Provide design comments on planning and development applications within the required timeframes.

Provide expert Urban Design advice into Land and Environment Court matters.

Collaborate and provide specialist design advice into Council's projects and programs.

## 2025-2026 Operational Plan

### Urban Design

Detailed Actions	Annual Budget	Responsibility
Progress detailed design for streetscape upgrade on George St and Moore Street	Get NSW Active Grant	Coordinator City Design and Public Domain
Initiate a review of the Liverpool City Centre Public Domain Master Plan	Operating Budget	
Initiate a Character Area Study for the Liverpool LGA	Operating Budget	
Commence the development of a simplified and improved tree application process	Operating Budget	
Commence improvement works to Council's tree-related webpages to provide better access to relevant information, guidance and programs	Operating Budget	
Develop guidance for Council's Growth Centre Precinct DCP to support improved street tree planting and canopy outcomes	Operating Budget	

## 2.4 – Regulatory Compliance

The Regulatory Compliance service area is responsible for Council's enforcement processes, managing and maintaining public health compliance, approval and monitoring of building construction work and the issuing of licences and other approvals required under legislation to maintain a healthy and safe city.

Key functions include:

- Undertaking regulatory inspections of food and beauty premises, public swimming pools, onsite sewage management systems and cooling towers;
- Assessing and determining building information certificate applications;
- Assessing and determining construction certificate applications and complying development certificate applications;
- Ensuring building and development compliance through inspections;
- Investigating customer complaints and issuing regulatory notices, orders or fines and other enforcement action under relevant legislation for unauthorised use, activity or building work;
- Managing building approvals and monitoring construction; and
- Ensuring buildings have adequate fire safety levels and fire safety services are annually certified.

<b>Strategic Objective</b>	Liveable, Sustainable, Resilient
<b>Relevant 10-Year Strategies</b>	2c - Enhance community safety and confidence through inclusive design, strong partnerships, and active community engagement.
<b>Responsibility</b>	Director Planning and Design
<b>Related Documents, Plans and Strategies</b>	<b>Relationships</b>
<ul style="list-style-type: none"> <li>• Liverpool City Council Enforcement Policy 2022</li> <li>• Liverpool City Council Animal Management Standard 2021</li> <li>• Liverpool City Council Onsite Sewage Management Standard 2021</li> <li>• Liverpool City Council Overgrown Vegetation Enforcement Standard 2021</li> </ul>	<ul style="list-style-type: none"> <li>• Office of Local Government (OLG)</li> <li>• NSW Department of Planning, Housing and Infrastructure</li> <li>• NSW Health</li> <li>• NSW Food Authority</li> <li>• NSW Environmental Protection Authority (EPA)</li> <li>• NSW Fire and Rescue</li> <li>• NSW Rural Fire Services</li> <li>• NSW Building Commission</li> <li>• NSW Department of Fair Trading</li> <li>• Local Community</li> </ul>

## Delivery Program 2025-2029

Regulatory Compliance			
Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Undertake regulatory health inspections	Inspect 80% of the annual scheduled inspections	Pathway	Manager Community Standards
Determine construction certificates and complying development certificate applications	90% of applications determined within 40 days with Council	Pathway	

## 2025-2026 Operational Plan

Regulatory Compliance		
Detailed Actions	Annual Budget	Responsibility
Undertake 80% of regulatory health inspections	Operating Budget	Manager Community Standards
Determine 90% of construction certificates and complying development certificate applications within 40 business days	Operating Budget	

## 2.5 – Development Assessment

The Development Assessment service delivers statutory planning services to the community. It is responsible for assessing and determining various applications in a robust manner to enable the creation of liveable communities and environments while also providing development related advice to key stakeholders.

Key functions include:

- Assessing and determination of development applications;
- Providing development related advice to the community;
- Pre-Development Application (Pre-DA) advice;
- Providing expert planning reporting and advice to internal and external stakeholders; and
- Working with the Local and Regional Planning Panels and the Land and Environment Court.

<b>Strategic Objective</b>	Liveable, Sustainable, Resilient
<b>Relevant 10-Year Strategies</b>	2j - Deliver effective and efficient planning and high-quality urban design to provide best outcomes for a growing city.
<b>Responsibility</b>	Director Planning and Design
<b>Related Documents, Plans and Strategies</b>	<b>Relationships</b>
<ul style="list-style-type: none"> <li>• State Environmental Planning Policies</li> <li>• Liverpool City Council Local Environmental Plan</li> <li>• Liverpool City Council Development Control Plans</li> <li>• Liverpool City Council Development Contributions Plans</li> </ul>	<ul style="list-style-type: none"> <li>• NSW Department of Planning, Housing and Infrastructure</li> <li>• Regional and Local Planning Panels and Design Excellence Planning Panels</li> <li>• Integrated development approval agencies.</li> <li>• Infrastructure agencies.</li> <li>• Land and Environment Court of NSW</li> <li>• Developers and Applicants</li> <li>• Local Community</li> </ul>

### Delivery Program 2025-2029

Development Assessment			
Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Adhere to the performance measures as outlined in the <i>Environmental Planning and Assessment (Statement of Expectations) Order 2024</i> associated with Development Assessment	100% Compliance with the performance indicators	Pathway iPlan	Manager Development Assessment

## Service Levels

Customer Requests received following the DA Administration Triage are returned within two (2) business days from receipt of the request.

HPE Content Manager enquiries are actioned within the allotted TRIM workflow timeframe.

Adherence to the performance measures as outlined in the Environmental Planning and Assessment (Statement of Expectations) Order 2024 associated with Development Assessment.

Determine applications of a minor nature (dwellings and ancillary residential structures) within an average of forty (40) days from lodgement, excluding where these applications are Integrated Development or incorporate unauthorised development.

Provide pre-lodgement application meeting minutes within ten (10) business days of the meeting date.

## 2025-2026 Operational Plan

### Development Assessment

Detailed Actions	Annual Budget	Responsibility
Adhere to the performance measures as outlined in the Environmental Planning and Assessment (Statement of Expectations) Order 2024 associated with Development Assessment	\$1.8 million	Manager Development Assessment

## 2.6 – Environmental Planning and Management

The Environmental Planning and Management service area manages Council's natural environment to meet legislative requirements and improve Council's Environmental sustainability performance.

Key functions include:

- Managing biodiversity;
- Managing energy and water efficiencies;
- Managing priority pests (animals and plants) on Council land;
- Management of natural areas;
- Delivering key Environment Restoration Plan (ERP) projects and programs; and
- Managing contaminated lands, removal of illegally dumped asbestos waste and management of asbestos in Council's assets.

<b>Strategic Objective</b>	Liveable, Sustainable, Resilient
<b>Relevant 10-Year Strategies</b>	<p>2a - Deliver a beautiful, clean and inviting city for the community to enjoy.</p> <p>2e - Create a cooler, greener Liverpool by improving tree canopy, enhancing public green spaces, and embedding sustainability across all of Council's operations.</p> <p>2f - Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks and stresses.</p> <p>2h - Collaborate with First Nations communities to improve access to the Georges River and support its transformation into a vibrant place for recreation, culture, and lifestyle.</p>
<b>Responsibility</b>	Director Operations
<b>Related Documents, Plans and Strategies</b>	<b>Relationships</b>
<ul style="list-style-type: none"> <li>• Integrated Pest Management Policy</li> <li>• Integrated Pest Management Strategy</li> <li>• Liverpool City Council Climate Action Plan 2021</li> <li>• Liverpool City Council Climate Change Policy</li> <li>• Various procedures and guidelines on managing asbestos and soil contamination in the LGA</li> </ul>	<ul style="list-style-type: none"> <li>• Local Community</li> <li>• Community groups and volunteers</li> <li>• Education service providers</li> <li>• Other Councils</li> <li>• State Government Departments</li> <li>• NSW Environmental Protection Authority</li> <li>• SafeWork NSW</li> </ul>

## Delivery Program 2025-2029

Environmental Planning and Management			
Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Remediation of contaminated sites	Complete remediation of priority contaminated sites as required	Remediation Action Plans (RAPs)	Manager Environment

## Planned Activities and Projects 2025-2029

Environmental Planning and Management				
Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Deliver the Liverpool Climate Action Plan to manage climate change through emissions reduction actions across Council's operations and our community	2025-2029	Operating Budget	Liverpool Climate Action Plan	Coordinator Environment Management
Undertake remediation of high priority contaminated sites	2025-2029	Operational and Capex Budget	RAPs for each priority site	Coordinator Asbestos and Remediation
Underground Petroleum Storage Systems (UPSS) compliance	2025-2029	Operating Budget	UPSS Regulations 2019	

## 2025-2026 Operational Plan

Environmental Planning and Management		
Detailed Actions	Annual Budget	Responsibility
Demolition of site buildings and soil remediation at 62 Kelly Street, Austral	Operating Budget	Coordinator Asbestos and Remediation
Review of the Environmental Restoration Plan framework	Operating Budget	Coordinator Environmental Restoration
Delivery of the Environmental Restoration Plan Program	Operating Budget	
Progress the bushland environmental restoration program (bush regeneration works)	Operating Budget	Coordinator Environmental Operations
Biosecurity compliance	Operating Budget	

## 2.7 – Circular Economy (Including FOGO)

The Circular Economy service provides essential waste management services to the community, focusing on sustainability and efficiency. The service area operates by implementing robust domestic waste policies, advancing waste education, and driving forward thinking waste projects. Council's services contribute significantly to the overarching goal of enhancing environmental stewardship while promoting community involvement in sustainable practices.

Key functions include:

- Customer Assistance: Addressing waste collection issues, adjusting bin allocations, and setting up waste services for new developments;
- Implementation of Liverpool's 10 Year Waste Management and Resource Strategy 2031 including state governments Waste and Sustainable Materials Strategy 2041;
- Waste Education and Guidance: Offering educational programs to improve recycling and reduce waste contamination;
- Establishing New FOGO Waste Service: Implementing a new Food Organics and Garden Organics (FOGO) waste service to comply with state directives; and
- Town Planning Input: Integrating waste management solutions into residential development assessments and strategic planning.

<b>Strategic Objective</b>	Liveable, Sustainable, Resilient
<b>Relevant 10-Year Strategies</b>	2d - Manage waste effectively and be a leader in creating a vibrant circular economy.
<b>Responsibility</b>	Director Operations
<b>Related Documents, Plans and Strategies</b>	<b>Relationships</b>
<ul style="list-style-type: none"> <li>• Liverpool's Waste Management and Resource Recovery Strategy 2021-2031</li> <li>• Waste and Sustainable Materials Strategy 2041</li> </ul>	<ul style="list-style-type: none"> <li>• NSW Environment Protection Authority</li> <li>• Councillors</li> <li>• Local Community</li> </ul>

## Delivery Program 2025-2029

Circular Economy (Including FOGO)			
Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Stage 1 : FOGO Implementation (Single Unit Dwellings and Rural Properties)	100%	Third Party : Contractor Provided Data Bin Audit Data 2026	Manager Circular Economy
Stage 2 : FOGO Implementation (Multi Unit Dwellings)	100%	Third Party : Contractor Provided Data Bin Audit Data 2026	
Domestic waste management including household waste collection e.g. green waste and yellow recycling bin  Increase waste diversion rate to 80% by 2030	100%	Tonnages reported from facilities	
Mattress Flock Diversion 15% Increase (Year on Year)	60%	ABSC Reporting (Australian Bedding Stewardship Council)	

## Planned Activities and Projects 2025-2029

Circular Economy (Including FOGO)				
Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Microfactory Establishment- 15% increased Diversion Year on Year of Mattress Flock	2026-2027	Nil  There should be zero cost to council for this initiative. It is run by an external operator in exchange for our mattress flock and rent free.	Third Party Data : Provided by Contractor	Coordinator Circular Economy Coordinator
Kitchen Caddy Distribution (Multi Unit Dwellings)	2027-2028	\$350000 (FOGO Grant Funding)	Third Party Data : Provided by Contractor	Coordinator Resource Recovery
Revision of the Domestic Waste Policy	2025-2029	Operating budget	InfoCouncil	Manager Circular Economy
Replacement of Collections Contract (Three Bin System)	2026-2028	Operating budget	InfoCouncil	

## Service Levels

Respond to customer requests regarding domestic waste management household waste collection e.g. red garbage bin, green waste and yellow recycling bin within seven days.

Deliver Chemical Cleanout, Cleanup Australia Day Events.

Provision of Domestic Waste Education (FOGO , Waste Avoidance , Contamination, School Visits, Community Outreach).

Community Planned Excursions (Community Recycling Centre, Circular Economy Centre, Mattress Recycling Facility).

Contribution to Waste Management Plans for Residential Development Applications.

## 2025-2026 Operational Plan

### Circular Economy (Including FOGO)

Detailed Actions	Annual Budget	Responsibility
Deliver waste disposal education initiatives for Council events and projects	Operating Budget	Coordinator Resource Recovery
Participate in Western Sydney Regional Organisations of Council (WSROC) initiatives	Operating Budget	
Deliver waste education programs including Clean Up Australia Day and Household Chemical Cleanout	Operating Budget	

## 2.8 – Infrastructure and Floodplain Planning and Management

This service area includes the provision of Asset Management policies, strategies, systems and programs for Council-owned infrastructure assets, to continue to deliver the required levels of service, over time including;

- Floodplain Management policies, strategies, systems and programs, to enable controlled occupation of flood prone land, and to reduce the impact of flooding and flood liability;
- Policies, strategies and programs for the conveyance and management of stormwater, to improve the health and quality of our waterways;
- Topographical surveys to enable the design of new or upgrades to existing infrastructure;
- Designs for new or upgrades to existing roads, streets, traffic facilities, drainage, cycleways, footpaths, car parks and other civil infrastructure assets;
- Survey set out services to facilitate the construction of infrastructure projects; and
- Technical support to other Council departments and stakeholders involved in the planning, delivery, and management of infrastructure.

Key functions include:

- Management of Council's infrastructure assets;
- Management of flood prone lands;
- Management of stormwater;
- Topographical survey services;
- Civil engineering design services; and
- Survey set out services.

<b>Strategic Objective</b>	Liveable, Sustainable, Resilient
<b>Relevant 10-Year Strategies</b>	2g - Manage stormwater and drainage infrastructure to mitigate risk to the environment and the community.
<b>Responsibility</b>	Director Operations

Related Documents, Plans and Strategies	Relationships
<ul style="list-style-type: none"> <li>• NSW Department of Environment and Heritage Floodplain Development Manual</li> <li>• Liverpool City Council Water Management Policy 2016</li> <li>• Liverpool City Council Water Quality Management Strategy</li> <li>• Liverpool City Council Flood Risk Management Studies and Plans</li> <li>• Liverpool City Council Asset Management Policy and Strategy</li> <li>• Liverpool City Council Asset Management Plans (Buildings, Transport, Drainage and Open Space)</li> <li>• Liverpool Local Environmental Plan, 2008</li> <li>• Liverpool Development Control Plans</li> <li>• Local Strategic Planning Statement - Connected Liverpool 2040</li> <li>• Liverpool City Council Disability Inclusion Action Plan, 2024-2028</li> <li>• Liverpool Bike Plan, 2023</li> <li>• Liverpool City Centre Public Domain Master Plan</li> <li>• Western Sydney Street Design Guidelines, April 2021</li> <li>• Western Sydney Engineering Design Manual, April 2021</li> <li>• Australian Standards</li> <li>• Austroads Publications</li> <li>• Transport for New South Wales Cycleway Design Toolbox</li> </ul>	<ul style="list-style-type: none"> <li>• Community groups</li> <li>• Crown Lands</li> <li>• Heritage NSW</li> <li>• Service and Utility Authorities</li> <li>• Safework NSW</li> <li>• NSW Department of Planning and Environment</li> <li>• NSW Environmental Protection Authority</li> <li>• Transport for NSW</li> <li>• Western Sydney Planning Partnership</li> <li>• Infrastructure NSW</li> <li>• Office of Local Government NSW</li> <li>• Western Parkland City Authority</li> <li>• National Intermodal Corporation</li> </ul>

## Delivery Program 2025-2029

Infrastructure and Floodplain Planning and Management			
Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Council's \$3.8 billion portfolio of infrastructure assets is managed as per Council's adopted Asset Management Strategy and Plans, and with consideration to available funding	Condition assessments and valuations completed, and capital works program planned	Asset Management Strategy and Plans	Manager Infrastructure Planning
Front-end planning and design of infrastructure projects committed in Council's annual capital works program is completed	100%	Capital Works Program	

## Planned Activities and Projects 2025-2029

Infrastructure and Floodplain Planning and Management				
Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Prepare statutory asset management reports by their respective due dates	2025-2029	Operating Budget	Completed and submitted documents	Coordinator Asset Planning and Management
Undertake Fair Valuations of Infrastructure Assets	2025-2029	Operating Budget	Completed and submitted documents	
Prepare topographical surveys to enable the design of infrastructure projects	2025-2029	Capitalised Labour	Completed topographical surveys	Coordinator Civil Engineering Design and Survey
Provide civil engineering design services for infrastructure projects	2025-2029	Capitalised Labour	Completed concept and detailed design documentation packages	
Provide survey set out services to facilitate the construction of infrastructure projects	2025-2029	Capitalised Labour	Completed survey set outs	
Purchase properties as per the Moorebank Voluntary Acquisition Scheme, to reduce the risk of flooding	2025-2029	\$1.2 million	Properties purchased	Coordinator Floodplain and Water Management
Investigate the potential development of Flash Flood Warning System within Liverpool LGA, in partnership with the State Emergency Services	2025-2029	Operating Budget	Solutions proposed	

## Service Levels

Maintain infrastructure assets to a Level 3 rated condition, as specified by Council's adopted Asset Management Strategy and Plans.

Process and issue S10.7(5) flood certificates within 5 working days of receipt.

Undertake assessment of 80% development applications (DA) on flood prone land within 10 working days of receipt.

## 2025-2026 Operational Plan

### Infrastructure and Floodplain Planning and Management

Detailed Actions	Annual Budget	Responsibility
Update Council's Building Asset Management Plan	\$80,000	Coordinator Asset Planning and Management
Complete Concept and Detailed Design of Roundabout at Jardine Drive / Rynan Avenue, Edmondson Park	Capitalised Labour	Coordinator Civil Engineering Design and Survey
Concept and Detailed Design of stormwater drainage and road upgrade works at Wattle Road / York Street, Casula	Capitalised Labour	
Complete / progress concept and detailed design for road projects funded under the NSW Government's 'Black Spot' Program	Grant Funding	
Concept and Detailed Design of Roads and Drainage Works around Craik Park, Austral	Capitalised Labour	
Concept and Detailed Design of Fourth Avenue Upgrade Works from Fifth Avenue to Tenth Avenue, Austral	Capitalised Labour	
Undertaking Review of Liverpool Overland Flow Path Study-Cabramatta Creek	\$200,000	
Undertaking Review of Cabramatta Creek Floodplain Risk Management Study and Plan	\$220,000	
Preparation of Review of Dam Safety Emergency Plan and Operation and Maintenance Manual	Capitalised Labour	

## 2.9 – City Planning

The City Planning service includes Strategic Planning, Contributions Planning, e-Business, Public Art and Heritage. This diverse portfolio translates Council’s strategic objectives and vision outlined in the Local Strategic Planning Statement (LSPS) and Community Strategic Plan into key land use planning directives to meet growing demand for housing, support continued economic growth and jobs and effectively meets the infrastructure and services needs of Liverpool’s growing communities.

Key functions include:

- Local Environmental Plans (LEP) amendments;
- Development Control Plan (DCP) amendments;
- Prepare and implement land use strategies;
- Review and advocate for improvements to NSW Government controlled planning policy and legislation;
- Protect Liverpool’s cultural and built heritage;
- Maximise opportunities to enhance the public domain through public art;
- Ensure Council’s Contributions Planning Framework is financially viable and consistent with industry best practice;
- Ensure executed Planning Agreements maximise benefit for our growing communities;
- Manage the E-Planning Portal; and
- Processing Section 10.7 Planning Certificates.

<b>Strategic Objective</b>	Liveable, Sustainable, Resilient
<b>Relevant 10-Year Strategies</b>	2l - Promote and advocate for an integrated transport network with improved public transport options and connectivity. 2j - Deliver effective and efficient planning and high-quality urban design to provide best outcomes for a growing city.
<b>Responsibility</b>	Director Planning and Design

Related Documents, Plans and Strategies	Relationships
<ul style="list-style-type: none"> <li>• Liverpool Local Strategic Planning Statement - Connected Liverpool 2040</li> <li>• Liverpool Local Environmental Plan 2008</li> <li>• Liverpool Development Control Plan 2008</li> <li>• Contributions Plans</li> <li>• Liverpool Local Housing Strategy</li> <li>• Liverpool Centres and Corridors Strategy</li> <li>• Liverpool Industrial and Employment Lands Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• NSW Department of Planning, Housing and Infrastructure</li> <li>• Transport for NSW</li> <li>• Schools Infrastructure (SINSW)</li> <li>• Sydney Water</li> <li>• Bradfield Delivery Authority (BDA)</li> <li>• Create NSW</li> <li>• Heritage NSW</li> <li>• Office of Aboriginal Affairs</li> <li>• NSW Government Architects</li> <li>• Relevant NSW Government Agencies</li> <li>• State and Federal MPs</li> <li>• Built Environment Professionals</li> <li>• Community Representatives</li> <li>• Proponents</li> </ul>

### Delivery Program 2025-2029

City Planning			
Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Submission of Proponent-initiated Planning Proposals for Gateway determination	Submit a Council-supported Proponent-initiated Planning Proposal and submit for Gateway determination within the timeframes set out in the DPHI's <i>Local Environmental Plan Making Guideline</i> (Basic Proposal – 80 days; Standard Proposal – 95 days; Complex Proposal – 120 days)	Pathway	Manager City Planning

## Planned Activities and Projects 2025-2029

City Planning				
Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Review the Liverpool Local Environmental Plan 2008	2026-2027	Operating Budget	InfoCouncil	Coordinator Strategic Planning
Review the Liverpool Development Control Plan 2008	2026-2028	Operating Budget	InfoCouncil	
Review the Liverpool Local Strategic Planning Statement	2026-2027	Operating Budget	InfoCouncil	
Review the Liverpool Local Housing Strategy	2027-2028	Operating Budget	InfoCouncil	
Review the Liverpool Industrial and Employment Lands Strategy	2027-2028	Operating Budget	InfoCouncil	
Review the Liverpool Centres and Corridors Strategy	2027-2028	Operating Budget	InfoCouncil	
Develop an Activation Strategy for the 2168 Precinct in collaboration with relevant NSW Government Agencies	2027-2029	Operating Budget	InfoCouncil	
Develop an Activation Strategy for the Rossmore / Kemps Creek Precinct in collaboration with relevant NSW Government Agencies	2028-2030	Operating Budget	InfoCouncil	
Develop an Activation Strategy for the Rossmore / Kemps Creek Precinct in collaboration with relevant NSW Government Agencies	2028-2030	Operating Budget	InfoCouncil	
Develop an Activation Strategy for the Warwick Farm Racing Precinct in collaboration with relevant NSW Government Agencies	2028-2030	Operating Budget	InfoCouncil	
Reform Council's Contributions Planning Framework	2026-2028	Operating Budget	InfoCouncil	Coordinator Contributions Planning
Develop a Local Contributions Framework for the Moore Point Planning Proposal	2026-2027	Operating Budget	InfoCouncil	
Liverpool Comprehensive Heritage Study	2026-2027	Operating Budget	InfoCouncil	Heritage Officer
Chipping Norton Homestead Conservation Management Plan	2026-2027	Operating Budget	InfoCouncil	

## Planned Activities and Projects 2025-2029

City Planning (continued)				
Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Rosebank Cottage Conservation Management Plan	2027-2028	Operating Budget	InfoCouncil	Heritage Officer
Liverpool Aboriginal Heritage Study	2027-2029	Operating Budget	InfoCouncil	
Liverpool CBD Archaeological Management Plan	2028-2029	Operating Budget	InfoCouncil	
Review the Liverpool Heritage Strategy 2019-2023	2027-2028	Operating Budget	InfoCouncil	
Liverpool Military Area Heritage Interpretation Master Plan	2026-2027	Operating Budget	InfoCouncil	
Liverpool CBD Heritage Interpretation Master Plan	2027-2028	Operating Budget	InfoCouncil	
Collingwood Aboriginal Place Heritage Interpretation Master Plan	2028-2029	Operating Budget	InfoCouncil	
Liverpool Pioneers Memorial Park Conservation Works Project	2026-2028	Operating Budget	InfoCouncil	
Review Council's Public Arts Policy	2026	Operating Budget	InfoCouncil	Public Arts Officer
Identify opportunities to increase the provision of private sector-funded public art	2025-2029	Operating Budget	InfoCouncil HPE Content Manager	
Process Section 10.7 Planning Certificates	2025-2029	Operating Budget	Pathway ePlanning Portal	Programme Lead eBusiness and Planning Reform
Review the eBusiness Application Systems and productivity enhancement tools, including the ePlanning website	2026-2028	Operating Budget	Pathway ePlanning Portal	

## 2025-2026 Operational Plan

City Planning		
Detailed Actions	Annual Budget	Responsibility
Continue review and update of the Liverpool Local Environmental Plan 2008	Operating Budget	Coordinator Strategic Planning
Commence review and update of the Liverpool Development Control Plan 2008	Operating Budget	
Continue Phase 1 of Council's Contributions Planning Framework Reform Project	Operating Budget	Coordinator Contributions Planning
Review and update Council's Planning Agreements Policy	Operating Budget	
Review and update Council's Development Contributions Land Dedication and Works In Kind Policy	Operating Budget	
Commence development of a Local Contributions Framework to complement the Moore Point Planning Proposal	Operating Budget	
Continue delivery of the Liverpool Comprehensive Heritage Study	Operating Budget	Heritage Officer
Commence development of a Conservation Management Plan for Chipping Norton Homestead	Operating Budget	
Commence development of a Heritage Interpretation Master Plan for the Liverpool Military Area	Operating Budget	
Commence delivery of Stage 2 of the Liverpool Pioneers Memorial Park Conservation Works Project	Operating Budget	
Review and update Council's Public Arts Policy	Operating Budget	Public Arts Officer
Commence review of Council's eBusiness Application Systems to improve the customer experience and ensure consistency with industry best practice	Operating Budget	Programme Lead eBusiness and Planning Reform

## 2.10 – Land Development

This service provides a pivotal role in managing and guiding growth in the Liverpool LGA. This includes providing both internal and external customers with engineering advice for all matters relating to developments in the Liverpool LGA.

Key functions include:

- Providing Development Assessment engineering advice and conditions that are compliant with the Liverpool Environment Plan (LEP) and Development Control Plans (DCPs);
- Assessing development applications for the issue of Subdivision Works Certificates, Subdivision Certificates, Section 138 Roads Act and Section 68 Local Government Act;
- Compliance Inspections and overseeing civil construction works developments to ensure works are carried out to Council’s specifications;
- Undertaking Enforcement Action where developments do not meet conditions outlined by Council;
- Working collaboratively to develop and implement strategic plans and policies. This includes the administration of Council’s Contribution Plans under Section 7.11 with regards to Works-In-Kind applications from developers ensuring the infrastructure aligns with Council’s development needs;
- Providing an effective management of growth with sustainable and environmentally sensitive developments of new suburbs in the Liverpool LGA.

<b>Strategic Objective</b>	Liveable, Sustainable, Resilient
<b>Relevant 10-Year Strategies</b>	<ul style="list-style-type: none"> <li>• 2j - Deliver effective and efficient planning and high-quality urban design to provide best outcomes for a growing city.</li> </ul>
<b>Responsibility</b>	Director Planning and Design
<b>Related Documents, Plans and Strategies</b>	<b>Relationships</b>
<ul style="list-style-type: none"> <li>• State Environmental Planning Policies</li> <li>• Liverpool City Council Local Environmental Plan</li> <li>• Liverpool City Council Development Control Plans</li> <li>• Liverpool City Council Development Contributions Plans</li> </ul>	<ul style="list-style-type: none"> <li>• NSW Department of Planning, Housing and Infrastructure</li> <li>• Regional and Local Planning Panels and Design Excellence Planning Panels.</li> <li>• Transport for NSW</li> <li>• Integrated development approval agencies.</li> <li>• Infrastructure agencies</li> <li>• Land and Environment Court of NSW</li> <li>• Developers and Applicants</li> <li>• Local Community</li> </ul>

## Delivery Program 2025-2029

Land Development			
Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Complete subdivision work certificates within 60 business days for 90% of applications	90%	Pathways NSW Planning Portal	Manager Development Engineering
Complete subdivision certificates within 25 business days for 90% of applications	90%	Pathways NSW Planning Portal	

## 2025-2026 Operational Plan

Land Development		
Detailed Actions	Annual Budget	Responsibility
Complete subdivision work certificates within 60 business days for 90% of applications	Operating Budget	Coordinator Land Development
Complete subdivision certificates within 25 business days for 90% of applications	Operating Budget	

## 2.11 – Traffic and Transport Management

Council's Traffic and Transport Management service plans for the safe and efficient movement of traffic on Council's local road network. The service works in collaboration with Transport for NSW (TfNSW) to improve regional transport infrastructure and services in the LGA. It also manages Council's key parking assets including on-street parking, car parks, parking equipment, parking permit schemes road and laneway closures.

Key functions include:

- Preparing and implementing transport improvement strategies;
- Assessing transport impact assessments for development applications and planning proposals;
- Administering the Liverpool Local Traffic Committee and providing expert advice on transport related customer requests;
- Assessment of road activity permit applications;
- Administering the provision of public street lighting in consultation with Endeavour Energy;
- Implementing road safety programs; and
- Managing road and laneway closure requests.

<b>Strategic Objective</b>	Liveable, Sustainable, Resilient
<b>Relevant 10-Year Strategies</b>	2I - Promote and advocate for an integrated transport network with improved public transport options and connectivity.
<b>Responsibility</b>	Director Planning and Design Director Operations
<b>Related Documents, Plans and Strategies</b>	<b>Relationships</b>
<ul style="list-style-type: none"> <li>• Liverpool City Council City Centre Parking Strategy 2020-2030</li> <li>• Future Transport Strategy</li> <li>• Guide to Traffic Generating Developments</li> <li>• Guide to Transport Impact Assessment</li> <li>• Liverpool City Council Local Environmental Plan</li> <li>• Liverpool City Council Development Control Plan</li> <li>• Liverpool Local Strategic Planning Statement - Connected Liverpool 2040</li> <li>• Liverpool City Centre Parking Strategy 2020-2030</li> </ul>	<ul style="list-style-type: none"> <li>• Department of Planning, Housing and Infrastructure</li> <li>• Transport for NSW</li> <li>• Local Buses providers – Transit Systems</li> <li>• Local and Federal Members of Parliament</li> <li>• Endeavour Energy</li> </ul>

## Delivery Program 2025-2029

Traffic and Transport Management			
Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Administer the Liverpool Local Traffic Committee	Hold 6 meetings and implement its recommendations	HPE Content Manager	Coordinator Traffic and Transport Management
Respond to traffic related matters from the Members of Parliament (MPs) and Councillors	Timely response to the MPs and Councillors	HPE Content Manager	
Manage traffic and road safety on the local road network	Response to the issues and request for the improvements	Pathway	Transport Engineer
Assess traffic impact of development applications, rezonings and provide Pre DA advice	Internal referral comments and recommended conditions for development applications provided within 10 days	Pathway	
Provide comments on the major transport consideration e.g. Metro, Liverpool City Centre Traffic Study	Provide required response within the set time line	HPE Content Manager	
Manage existing street light, review and approve new design in consultation with Endeavour	Quarterly report from Endeavour Energy on Street light performance	HPE Content Manager	
Plan and implement road safety education programs, in consultation with TfNSW and support regional road safety programs by the Centre for Roads Safety and the NSW Police	Implement Road Safety Programs	HPE Content Manager Pathway	Road Safety Officer
Maintain safe and efficient Council car park operations	Promptly resolve safety and access issues	Pathway	Coordinator Parking and Building Facilities

## Planned Activities and Projects 2025-2029

Traffic and Transport Management				
Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Hold two online "Helping learner drivers become safer drivers" workshops annually	2025-2029	Co-Funding - Operating Budget/TfNSW Road Safety Funding	Event Coordination	Road Safety Officer
Hold four child restraint checking events annually	2025-2029	Co-Funding - Operating Budget/TfNSW Road Safety Funding	Event Coordination	

### Service Levels

Review new street light designs within 14 business days of the request and work with Endeavour Energy to replace faulty street lights.

Review Traffic Development Assessment Referrals within 21 days.

Respond to 90% of requests concerning city centre car parks within 14 business days.

## 2025-2026 Operational Plan

Traffic and Transport Management		
Detailed Actions	Annual Budget	Responsibility
Hold six Liverpool Traffic Committee meetings	Operating Budget	Coordinator Traffic and Transport Management
Prepare funding submissions under the Federal Black Spot Program	Operating Budget	
Co-ordinate and provide Council's input on Transport for NSW major transport infrastructure projects in the LGA	Operating Budget	
Determine road permit applications	Operating Budget	
Make representations on regional traffic and transport planning and improvements	Operating Budget	

## 2.12 – Animal Management

This service area manages the Liverpool Animal Shelter and provides the community with an accessible facility that meets legislative requirements under the Companion Animals Act 1998. Key functions include:

- Managing the Liverpool Animal Shelter;
- Caring for lost and stray animals;
- Reuniting animals with their owners;
- Rehoming unclaimed animals; and
- Transferring unclaimed animals to appropriate rescue groups.

<b>Strategic Objective</b>	Healthy, Inclusive, Fair
<b>Relevant 10-Year Strategies</b>	2f - Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks and stresses.
<b>Responsibility</b>	Director Planning and Design
<b>Related Documents, Plans and Strategies</b>	<b>Relationships</b>
N/A	<ul style="list-style-type: none"> <li>• Royal Society for the Prevention of Cruelty to Animals (RSPCA)</li> <li>• Rescue Groups</li> <li>• Local Community</li> </ul>

### Delivery Program 2025-2029

Animal Management			
Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Rehome dogs	75% of homeable dogs	HPE Content Manager	Manager Community Standards
Rehome cats*	40% of homeable cats	HPE Content Manager	

\*As per Companion Animals Act 1998, cats are free to roam and only impounded under very limited circumstances.

### Planned Projects and Activities 2025-2029

Animal Management				
Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Free Cats Desexing Program	2025-2029	\$44,000 annually	TechnologyOne	Manager Community Standards

## 2025-2026 Operational Plan

Animal Management		
Detailed Actions	Annual Budget	Responsibility
Rehome 75% of rehomingable dogs that are not reunited with their owners and not transferred to a rescue organisation	Operating Budget	Co-ordinator Regulatory Services
Rehome 40% of rehomingable cats that are not reunited with their owners and not transferred to a rescue organisation*	Operating Budget	

\*As per Companion Animals Act 1998, cats are free to roam and only impounded under very limited circumstances.



## STRATEGIC OBJECTIVE 3

3

# EVOLVING, PROSPEROUS, INNOVATIVE

**Our community wants a vibrant, thriving and strong local economy with local employment and education opportunities for all. All stakeholders need to work towards delivering a robust economy, improve and maintain Liverpool's road networks and infrastructure to attract a diversity of business opportunities and promote Liverpool on an international level to create a place that offers great liveability and access to services.**



## 10-YEAR STRATEGIES

- Continue to invest in improving and maintaining Liverpool's road networks and infrastructure.
- Promote and deliver an innovative, thriving and internationally recognised global city.
- Market Liverpool as a business destination and attract investment to the region.
- Facilitate quality local employment and training opportunities and develop the economic capacity of local businesses and industries.
- Position Liverpool as a University City by attracting tertiary institutions, fostering the Liverpool Innovation Precinct, and creating a vibrant student-friendly environment that supports learning, living, and industry collaboration.
- Expand local education and employment pathways to support lifelong learning, skills development, and job readiness for all residents.

## 10-YEAR COMMUNITY INDICATORS

- Improve Liverpool's employment rate
- Increase the number of local businesses
- Increase Liverpool's Gross Regional Product Growth
- Increase the value of non-residential building approvals
- Decrease vehicle crash and casualties
- Decrease pedestrian and cycling crash and casualties

## KEY PARTNERS

- The Parks, Sydney's Parkland Councils
- Department of Planning, Housing and Infrastructure
- Liverpool Innovation Precinct
- Department of Education
- NSW Health
- Western Sydney Business Chamber
- NSW Police
- Transport for NSW

## 3 EVOLVING, PROSPEROUS, INNOVATIVE



### 3.1 – Economic Development

The Economic Development service area is committed to working with businesses and stakeholders to provide an environment that supports sustainable economic growth and business opportunities. This service area supports Council and the local economy in facilitating solutions on major employment opportunities creating projects, securing grants for council projects and partnering with stakeholders to position Liverpool as a thriving city of cultural diversity, economic activity and local jobs.

Key functions include:

- Business development, business support and business concierge;
- Council Committee Management;
- Grants and partnerships;
- Innovation through Federal and State Government Programs;
- Investment attraction and facilitation;
- Precinct activation and placemaking;
- Stakeholder engagement and Management; and
- Visitor and nighttime economy.

<b>Strategic Objective</b>	Evolving, Prosperous, Innovative
<b>Relevant 10-Year Strategies</b>	<p>3b - Promote and deliver an innovative, thriving and internationally recognised global city.</p> <p>3c - Market Liverpool as a business destination and attract investment to the region.</p> <p>3d - Facilitate quality local employment and training opportunities and develop the economic capacity of local businesses and industries.</p> <p>3e - Position Liverpool as a University City by attracting tertiary institutions, fostering the Liverpool Innovation Precinct, and creating a vibrant student-friendly environment that supports learning, living, and industry collaboration.</p> <p>3g - Collaborate regionally, develop and maintain strong relationships with agencies, stakeholders and businesses to advance strategic priorities and improve quality of life for Liverpool's residents.</p> <p>3f - Expand local education and employment pathways to support lifelong learning, skills development, and job readiness for all residents.</p>
<b>Responsibility</b>	Director Planning and Design

Related Documents, Plans and Strategies	Relationships
<ul style="list-style-type: none"> <li>Liverpool City Council Economic Development Strategy 2022-2032</li> <li>Liverpool City Council Small Business Strategy 2022-2027</li> <li>Visitor Economy Plan</li> </ul>	<ul style="list-style-type: none"> <li>Office of the 24-hour Economy Commissioner</li> <li>Bradfield Development Authority</li> <li>Business Western Sydney</li> <li>Destination NSW</li> <li>Investment NSW</li> <li>Liverpool Chamber of Commerce and Industry</li> <li>Liverpool Innovation Precinct</li> <li>Department of Planning, Housing and Infrastructure</li> <li>Service NSW</li> <li>Southern Strength Agile Manufacturing Network</li> <li>Study NSW</li> <li>Transport for NSW</li> <li>University/tertiary education sector</li> <li>Western Parklands City</li> <li>Western Sydney International Airport</li> <li>Western Sydney Leadership Dialogue</li> <li>Western Sydney Tourism Taskforce</li> </ul>

## Delivery Program 2025-2029

Economic Development			
Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Facilitate jobs opportunities within the Liverpool LGA	20 formal engagements 50 site visits 2500 jobs 6 career programs per year including University weclomes	Customer Relationship Management (CRM)	Manager City Economy
Secure ten project partnerships annually	40 partnerships secured	CRM Software	
Secure \$300,000 in grants annually	\$1,200,000 grants secured	Smarty Grants HPE Content Manager	
Implement the Economic Development Strategy	Annual actions implemented successfully	CRM Economy ID InfoCouncil	
Partner with Liverpool Innovation Precinct to deliver the Liverpool Precinct Masterplan	16 investments and/or partnerships secured during the period	HPE Content Manager	Director Liverpool Innovation Precinct Manager City Economy

## Planned Activities and Projects 2025-2029

Economic Development				
Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Facilitate 2,500 jobs opportunities within the Liverpool LGA	2025-2029	Operating Budget	CRM	Manager City Economy
Secure ten project partnerships	2025-2029	Operating Budget	CRM	
Secure \$300,000 grants	2025-2029	Operating Budget	Smarty Grants HPE Content Manager	
Implement the Economic Development Strategy	2025-2029	Operating Budget	CRM, Economy ID, InfoCouncil	
Facilitate Major Precinct Development including Moore Point and the potential Warwick Farm redevelopment	2025-2029	\$50,000	InfoCouncil	
Secure \$20 million grant funding for major Council projects	2025-2029	Operating Budget	InfoCouncil	
Host the Business Events Series Including the Property and Investment Forum and small business programs in collaboration with external organisations to attract investment and improve the capacity of local businesses	2025-2029	\$200,000	InfoCouncil	
Attract \$300 million investment to the Liverpool Innovation Precinct to generate jobs and access to local residents including the Private Hospital Redevelopment	2025-2029	\$55,000	InfoCouncil	
Collaborate with Bradfield Development Authority to attract investment into Bradfield, plan and prepare activation once the establishment of Bradfield and opening of Western Sydney Airport, engage with industry and community and continue to advocate for essential infrastructure to support the establishment of the precinct	2025-2029	\$120,000	InfoCouncil	
Partner with Liverpool Innovation Precinct to deliver the Liverpool Precinct Masterplan	2025-2029	Operating Budget	InfoCouncil	Director Liverpool Innovation Precinct



## Service Levels

Return missed phone calls within one business day.

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Respond to external emails within two business days.

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Answer phone calls within five rings (before being diverted).

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General requests e.g. advice, information, question, contact provided within five business days.

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## 2025-2026 Operational Plan

Economic Development		
Detailed Actions	Annual Budget	Responsibility
Identify and apply for grants and funding opportunities	Operating Budget	Coordinator Innovation, Grants and Partnerships
Nominate Council projects for awards (state and federal)	Operating Budget	
Target key sectors globally to attract new businesses and support existing businesses	Operating Budget	Manager City Economy
Support and advocate for local and new businesses based in the Aerotropolis	Operating Budget	
Develop, deliver and/or contribute to advocacy campaigns to market Liverpool	Operating Budget	Manager City Economy  Coordinator Innovation, Grants and Partnerships
Advocate for state funding targeted at local business support and facilitation of "shovel ready" projects	Operating Budget	Manager City Economy
Facilitate new businesses opened/ registered in Liverpool	Operating Budget	Coordinator Business Development
Facilitate solutions on employment-creating projects	Operating Budget	
Deliver a variety of different business events targeting different industries and event styles	Operating Budget	
Implement the Small Business Strategy	Operating Budget	
Deliver Vibrant Streets Program	Operating Budget	
Meet face-to-face (or phone) with small businesses regularly including: <ul style="list-style-type: none"> <li>Establish a regular drop-in session whereby small businesses can receive support from Service NSW</li> <li>Targeted regular face to face interaction with small business where possible</li> <li>Attend regular small business networks to present opportunities to engage on major projects</li> <li>Referrals of businesses to services or major project opportunities</li> </ul>	Operating Budget	
Survey local businesses to understand challenges, local economy and how to improve Council services and programs	Operating Budget	

## 2025-2026 Operational Plan

### Economic Development (continued)

Detailed Actions	Annual Budget	Responsibility
<p>Build capacity of small businesses:</p> <ul style="list-style-type: none"> <li>Facilitate guest speakers and sector specialists to engage with start up and home based business groups</li> <li>Leverage and promote the learning platforms available through the library such as LinkedIn learning.</li> <li>Advocate for small business support to NSW Government (especially in the context of large scale changes in the Liverpool region)</li> <li>Promote opportunities for local small businesses to participate in Council run events and placemaking activity</li> <li>Link small businesses to training opportunities involved with development of the night-time economy in the CBD, enhancing the visitor economy and fostering innovation</li> </ul>	Operating Budget	Coordinator Business Development
Advocate for funding in conjunction with other Councils for major infrastructure projects	Operating Budget	Coordinator Business Development
Contribute to and support regional circular economy initiatives	Operating Budget	
Deliver four business e-newsletters annually	Operating Budget	
Facilitate and partner on at least two skills development projects targeting growth sectors with identified skills shortages	Operating Budget	
Develop and implement the new Visitor Economy Plan	Operating Budget	
Development destination website	Operating Budget	
Implement the night time economy and advocate to the State Government for support	Operating Budget	
Activate the city centre with place-based initiatives and programming such as Little India Liverpool	Operating Budget	
Contribute to State Government and Local Government place-based initiatives around Western Sydney Airport	Operating Budget	

# MAJOR PROJECTS AND EVENTS 2025-2029 CONTINUED



## POSITIONING LIVERPOOL AS A GLOBAL CITY AND DESTINATION

Council will market Liverpool internationally and continue to foster investment attraction including accommodation, entertainment and hospitality creating jobs for residents. Effective global marketing campaigns will also raise Liverpool's profile, positioning it as a key destination on the international map while fostering economic growth. Positioning Liverpool as a global city and destination will significantly boost the local visitor economy by attracting international tourists and investment. The opening of the new Western Sydney International Airport will place Liverpool with the opportunity to attract visitors and spending across sectors like hospitality, retail, and entertainment.

### Project Delivery Responsibility

Director Planning and Design

### Estimated Project Budget

\$400,000

### Project Timing

This project is scheduled to run from 2025-2029

### Key Stakeholders

- Destination NSW
- Tourism Australia
- Study NSW
- Western Sydney International Airport

### Actions

1. Adoption of new Visitor Economy Plan with a focus on Western Sydney International Airport and other major projects
2. Collaboration with key state and federal government agencies for marketing campaigns and investment attraction prior to the airport opening

### Project Lead

Manager City Economy

# MAJOR PROJECTS AND EVENTS 2025-2029 CONTINUED



## ELEVATING LIVERPOOL AS A NIGHT TIME ECONOMY PRECINCT

The adoption of a Special Entertainment Precinct in Liverpool will foster more live music and cultural events, creating a vibrant atmosphere that attracts both locals and tourists. This initiative will drive economic spend and create jobs within the city centre and attracting additional investment from existing and new businesses in hospitality, retail, and entertainment.

### Project Delivery Responsibility

Director Planning and Design

### Estimated Project Budget

\$200,000 grant funded under Special Entertainment Precincts

### Project Timing

This project is scheduled to run from 2026-2028

### Key Stakeholders

- Destination NSW
- Tourism Australia
- Study NSW
- Investment NSW

### Actions

1. Implementation of Special Entertainment Precincts
2. Collaboration with local businesses to extend trading hours, increase live music and diversity of the night time economy
3. Apply for grants from Government to improve public space amenity in the evening to elevate perception of safety

### Project Lead

Manager City Economy

# MAJOR PROJECTS AND EVENTS 2025-2029 CONTINUED



## PRECINCT ACTIVATION

Activation of precincts including Little India Liverpool – Sari Street, Macquarie Mall and Liverpool Innovation Precinct to generate more activation day and night, economic activity and diversity of businesses.

### Project Delivery Responsibility

Director Planning and Design

### Estimated Project Budget

\$300,000

### Project Timing

This project is scheduled to run from 2025-2029

### Key Stakeholders

- External business partners
- Investment NSW
- Department of Planning, Housing and Infrastructure
- Transport NSW

### Actions

1. Seek funding from external resources to activate precincts and address public domain issues when relevant
2. Market and attract investment into key precincts to elevate the activity in the city centre

### Project Lead

Manager City Economy

# MAJOR PROJECTS AND EVENTS 2025-2029 CONTINUED



## LIVERPOOL TO THE WORLD

Attract investment and capitalise on Council owned assets from the free market to reduce costs to Council for the maintenance and activation of Council assets

### Project Delivery Responsibility

Director Planning and Design

### Estimated Project Budget

\$300,000

### Project Timing

This project is scheduled to run from 2025-2027

### Key Stakeholders

- All Government agencies

### Actions

1. Release Expression of Interest (EOI) for Council assets on the international market to attract investment
2. Award EOI to potential proponent to capitalise and improve quality and utility of Council asset

### Project Lead

Manager City Economy

# MAJOR PROJECTS AND EVENTS 2025-2029 CONTINUED



## UNIVERSITY CITY

Further anchor and establish Liverpool CBD as a University City including the attraction of two other university campuses in the CBD and investment attraction of supporting businesses such as hospitality and student accommodation to facilitate a vibrant student hub.

### Project Delivery Responsibility

Director Planning and Design

### Estimated Project Budget

\$30,000

### Project Timing

This project is scheduled to run from 2025-2029

### Key Stakeholders

- Universities

### Actions

1. Attract investment from the tertiary sector
2. Leverage existing universities campuses and university Memorandum of Understanding (MOU) to elevate Liverpool as a University City
3. Engage with local students and universities to understand the requirements and desires for a university city to better direct strategic direction
4. Attract two new universities to establish a presence/campus life in the Liverpool CBD

### Project Lead

Manager City Economy

## 3.2 – Commercial Development and Property

The Commercial Development and Property service supports Council in developing projects which facilitate commercial opportunities and support key assets delivery and precinct master planning. In addition, this service enables Council to deliver economic and commercial activities through the acquisition of land and easements to facilitate the delivery of infrastructure and community facilities.

Key functions include:

- Acquisition of land and easements;
- Acquisition of properties under the Moorebank Voluntary Acquisition Scheme;
- Undertaking road/laneway closures upon request of sections of road identified as no longer required;
- Owners Consent for works on Council land and S68 applications;
- Providing property advice to internal stakeholders;
- Crown Land Manager and provision of owner's consent for Council projects on Crown Land;
- Ensuring Council compliance with legislation, including the Local Government Act 1993, Land Acquisition (Just Terms Compensation) Act 1991, Roads Act 1993, Crown Land Management Act 2016, Conveyancing Act 1919 and other guidelines issued by NSW Office of Local Government;
- Compliance with Centre of Property Acquisition guidelines and implementation of their CRM;
- Long-term master planning of complex sites to meet the objectives of the strategic plan and ensure long-term sustainability of Council assets, operations and delivery;
- Design, develop and manage delivery of strategic assets projects; and
- Mitigating risk in relation to land acquisitions and land contamination.

<b>Strategic Objective</b>	Evolving, Prosperous, Innovative
<b>Relevant 10-Year Strategies</b>	3c - Market Liverpool as a business destination and attract investment to the region.
<b>Responsibility</b>	Office of the CEO Director Corporate Services
<b>Related Documents, Plans and Strategies</b>	<b>Relationships</b>
<ul style="list-style-type: none"> <li>• Land Acquisition Program</li> <li>• S7.11 Contributions Plans</li> <li>• Liverpool City Council Local Strategic Planning Statement - Connected Liverpool 2040</li> <li>• State and Environmental Planning Policy (Sydney Region Growth Centres) 2006</li> <li>• Innovation Strategy 2027</li> <li>• Contributions Plans (Voluntary Planning Agreements)</li> </ul>	<ul style="list-style-type: none"> <li>• Office of Local Government NSW</li> <li>• Department of Planning, Housing and Infrastructure</li> <li>• Transport for NSW</li> <li>• Sydney Water</li> </ul>

## Delivery Program 2025-2029

### Commercial Development and Property

Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Number of Council reports associated with Property approvals	80 reports submitted during the period	InfoCouncil	Manager Property Services
Number of offers made for land and easement acquisitions	120 offers made during the period	Letters of offer issued (valuations)	
Number of Settlements/Deeds (dedications) processed	80 settlement/deeds processed during the period	Contracts/ Deeds executed	
Number of Office of Local Government (OLG) Acquisition Applications submitted	16 applications submitted during the period	OLG Applications	

## Planned Activities and Projects 2025-2029

### Commercial Development and Property

Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Adoption and annual reporting of Centre of Property Acquisition CRM Hub	2025-2029	Operating Budget	Centre of Property Acquisition (Annual Returns)	Manager Property Services
S7.11 Quarterly land valuations	2025-2029 (Quarterly)	S7.11 funded	Index published on Council website	

# MAJOR PROJECTS AND EVENTS 2025-2029

## PROPERTY ACQUISITIONS

- S7.11 Land and Easement Acquisitions (Austral, Edmondson Park and Aerotropolis). Provision of land for infrastructure and community facilities delivery.
- Edmondson Avenue, Austral Road Widening Project land acquisitions (Stage 1 and stage 2 subject to funding approval). Improving transport connectivity.

### Project Delivery Responsibility

Director Corporate Services

### Estimated Project Budget

S7.11 land and easement acquisition budget estimated at \$50 million annually.

### Project Timing

S7.11 land and easement acquisitions will be progressive.

Edmondson Avenue, Austral will be 3-year target acquisition subject to funding.

### Key Stakeholders

- Department of Planning, Housing and Infrastructure
- Transport for NSW
- Office of Local Government NSW
- Centre of Property Acquisition

### Actions

1. Identification of Acquisition priorities
2. Confirmation of Funding
3. Engagement consultants (surveyor, valuation, contamination)
4. Offers made
5. Agreement reached or Council approval for compulsory acquisition
6. Delivery of land upon acquisition

### Project Lead

Manager Property Services

## 2025-2026 Operational Plan

### Commercial Development and Property

Detailed Actions	Annual Budget	Responsibility
Land and Easement Acquisitions	\$50 million	Manager Property
Council reports on property matters	Operating Budget	
Manage Crown Land tenancies	Operating Budget	Senior Manager Commercial Development
Commence investigation to redevelop two Council carparks in the Liverpool CBD	Capital Budget	

### 3.3 – Transport Strategy and Planning

Council's Transport Strategy and Planning service sets Liverpool's transport vision while planning for future infrastructure and services across all modes of transport.

Key functions include:

- Advising stakeholders and partners on Transport Planning matters across all modes of transport;
- Setting the Transport vision for the Liverpool LGA ;
- Delivering the Integrated Transport Strategy;
- Supporting Grant Applications;
- Advising on infrastructure and service prioritisation; and
- Driving innovation in Transport for the LGA.

<b>Strategic Objective</b>	Evolving, Prosperous, Innovative
<b>Relevant 10-Year Strategies</b>	3a - Continue to invest in improving and maintaining Liverpool's road networks and infrastructure.
<b>Responsibility</b>	Director Planning and Design
<b>Related Documents, Plans and Strategies</b>	<b>Relationships</b>
<ul style="list-style-type: none"> <li>• Local area Transport Strategies and plans</li> <li>• Liverpool 2050</li> <li>• State Environmental Planning Policies</li> <li>• Liverpool City Council Local Environmental Plan</li> <li>• Liverpool City Council Development Control Plans</li> <li>• Liverpool City</li> </ul>	<ul style="list-style-type: none"> <li>• Transport for NSW. NSW Department of Planning, Housing and Infrastructure</li> <li>• Regional and Local Planning Panels and Design Excellence Planning Panels</li> <li>• Integrated development approval agencies</li> <li>• Infrastructure agencies</li> </ul>

## Delivery Program 2025-2029

Transport Strategy and Planning			
Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Advising State Government on Transport Planning matters	90%	Provision of feedback as required	Manager Development Engineering

## Planned Activities and Projects 2025-2029

Transport Strategy and Planning				
Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Integrated Transport Strategy	2026-2027	Operating Budget	Published on LCC Website	Manager Development Engineering

## 2025-2026 Operational Plan

Transport Strategy and Planning		
Detailed Actions	Annual Budget	Responsibility
Developing a scope of works for the Integrated Transport Strategy including a walking and cycling plan	Operating Budget	Manager Development Engineering
Undertake procurement to commence development of the Integrated Transport Strategy	Operating Budget	

# STRATEGIC OBJECTIVE 4

4

## VISIONARY, LEADING, RESPONSIBLE

**Our community wants a Council that leads in best practice for its processes with efficient and effective delivery of services to the community. Council will work to deliver a responsible Council that ensures it is financially sustainable, transparent and continues to represent the community through advocacy and community engagement.**

## 10-YEAR STRATEGIES

- Place customer satisfaction, innovation and best practice at the centre of all operations.
- Communicate, listen, engage and respond to the community by encouraging participation.
- Position Council as an industry leader that plans and delivers services for a growing city.
- Ensure Council is accountable and financially sustainable through the strategic management of assets and resources.
- Demonstrate a high standard of transparency and accountability through a comprehensive governance framework.
- Collaborate with key stakeholders to advocate for investment and infrastructure that support Liverpool's transformation into the capital of South West Sydney.
- Embrace Smart City initiatives by improving digital connectivity and smart technology.
- Ensure housing diversity and affordability for people of all ages, incomes, and household types.
- Collaborate regionally, develop and maintain strong relationships with agencies, stakeholders and businesses to advance strategic priorities and improve quality of life for Liverpool's residents.

## 10-YEAR COMMUNITY INDICATORS

- Increased community satisfaction in Council services
- Increased participation on Council's digital platforms
- Improve the Financial Sustainability of Council:
  - Manage operating performance ratio greater than 0%
  - Manage own source operating revenue ratio greater than 60%
  - Manage unrestricted current ratio greater than 1.5 times
  - Manage debt service cover ratio greater than 2.0 times
  - Manage debt service ratio greater than 0% and less than 20%
  - Manage rates and annual charges outstanding percentage less than 5%
  - Manage cash expense cover ratio greater than three (3) months
- Increase NBN coverage

## KEY PARTNERS

- NSW Ombudsman
- NSW Audit Office
- Office of Local Government
- The Independent Pricing and Regulatory Tribunal

# 4

# VISIONARY, LEADING, RESPONSIBLE



## 4.1 – Customer Service

Council’s Customer Service team provides support services to the community and aims to deliver quality customer service by resolving enquires, bookings and payments relevant to all of Council services in an efficient and effective manner.

Key functions include:

- Customer Service Hubs - face to face engagement with customers, Monday to Friday, check Councils website for locations and opening hours;
- Taking customer calls - providing over the phone customer support, Monday to Friday during business hours 8.30am to 5pm;
- After hours service enquiries can be logged online or for limited assistance, call the afterhours service (inclusive of weekend);
- Triage and actioning all Council’s inbound mail and email; and
- Responding and resolving customers enquires in relation to Rates.

<b>Strategic Objective</b>	Visionary, Leading, Responsible
<b>Relevant 10-Year Strategies</b>	4a - Place customer satisfaction, innovation and best practice at the centre of all operations. 4c - Position Council as an industry leader that plans and delivers services for a growing city.
<b>Responsibility</b>	Director Community and Lifestyle
<b>Related Documents, Plans and Strategies</b>	<b>Relationships</b>
<ul style="list-style-type: none"> <li>• Customer Experience Policy</li> <li>• Customer Experience Framework</li> </ul>	<ul style="list-style-type: none"> <li>• State Records NSW</li> <li>• Customers of Council</li> </ul>

### Delivery Program 2025-2029

Customer Service			
Key Performance Indicator (KPI)	Target	Data Source	Responsibility
First Call resolution (customer will have the item resolved or it will be assigned to a subject matter expert for resolution)	75% calls resolved	Telephone System	Customer Experience
Calls answered	85% calls answered	Telephone System	Customer Experience

## Planned Activities and Projects 2025-2029

Customer Service				
Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Implementation and review of the Customer Experience Transformation Plan	2025-2027	TBC	Transformation Plan	Manager Customer Experience
Implementation of new customer relationship management system	2025-2027	TBC	Project Portfolio Reporting	Chief Information Officer /Manager Customer Experience

### Service Levels

Operation of three face to face customer service hubs across the local government area.

85% of calls answered at the call centre.

## 2025-2026 Operational Plan

Customer Service		
Detailed Actions	Annual Budget	Responsibility
Implementation of New Telephony System	\$380,000	Manager Customer Experience
Implementation of new knowledge base system to improve first call resolution	\$100,000	
Development and implementation customer satisfaction measurements	Operating Budget	
Undertake a review of the customer request process	Operating Budget	
Undertake a review of records management procedures to ensure alignment with relevant legislative and best practice principles	Operating Budget	

# MAJOR PROJECTS AND EVENTS 2025-2029



## CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM

Implementation of new customer relationship management system to improve and streamline how customers interact with Council services.

### Project Delivery Responsibility

Director Community and Lifestyle

### Estimated Project Budget

\$380,000

### Project Timing

This project will be part of a broader program of technology enhancements for the organisation. It is anticipated to be completed in FY28.

### Key Stakeholders

- Local Community
- Customers and community members of the LGA

### Actions

1. Complete detailed design and tender documentation
2. Procurement of vendor
3. Configuration, testing and deployment of solution

### Project Lead

Director Customer Experience and Business Performance

## 4.2 – Governance and Corporate Management

Council's Governance and Corporate Management service plans and coordinates Council's internal operations to ensure that it is transparent in its decision making, efficiently delivers services to the community and meets legal and legislative requirements. This service also enables the ongoing improvement and development in the safe, lawful, sustainable and optimal management of Council's people and resources aligned to the Community Strategic Plan, Delivery Program and Operational Plan. Key functions include:

- Enabling Work Health and Safety and Workers Compensation compliance for Council;
- Managing enterprise risk management and internal audits;
- Facilitating Audit, Risk and Improvement Committee meetings;
- Enabling the efficient and effective delivery of business outcomes by providing information technology services to the organisation and stakeholders;
- Maintaining sufficient insurance coverage to cover relevant risks;
- Enabling improved business performance, by developing and implementing improved performance reporting;
- People Management support and advice;
- Industrial Relations;
- Workforce and Resource Planning;
- Organisational Design;
- Workforce Effectiveness including talent engagement and development;
- Talent Acquisition, Recruiting services and Onboarding;
- Processing of Council's payroll;
- Workforce Data Management, Reporting and Analytics;
- Advising on legal and governance matters;
- Preparing contracts, conducting property transactions, bringing enforcement proceedings and responding to appeals and other action in the Land and Environment Court;
- Promoting legislative compliance, probity, ethical conduct and accountability;
- Providing access to information, while protecting privacy;
- Managing and investigating complaints;
- Providing support and expertise to internal and external stakeholders throughout the procurement process;
- Planning, supplier performance, contract management, sourcing, and compliance with procurement policy and standards;
- Developing, implementing and reviewing of Council's Integrated Planning and Reporting (IP&R) documents in accordance with legislative requirements;
- Ensuring all of Council's legislative reporting obligations are met;
- Coordinating and delivering Council meetings, briefing sessions, business papers, meeting agenda and minutes; and
- Coordinating Councillor requests, Community Forums and Council election.

<b>Strategic Objective</b>	Visionary, Leading, Responsible
<b>Relevant 10-Year Strategies</b>	<p>4a - Place customer satisfaction, innovation and best practice at the centre of all operations.</p> <p>4c - Position Council as an industry leader that plans and delivers services for a growing city.</p> <p>4e - Demonstrate a high standard of transparency and accountability through a comprehensive governance framework</p> <p>4g - Embrace Smart City initiatives by improving digital connectivity and smart technology.</p> <p>4h - Collaborate regionally, develop and maintain strong relationships with agencies, stakeholders and businesses to advance strategic priorities and improve quality of life or Liverpool's residents.</p>
<b>Responsibility</b>	<p>Office of the CEO</p> <p>Director Corporate Services</p> <p>Director Community and Lifestyle</p>
<b>Related Documents, Plans and Strategies</b>	<b>Relationships</b>
<ul style="list-style-type: none"> <li>• Integrated Planning and Reporting Guidelines for Local Government for NSW</li> <li>• Liverpool City Council WHS Management Systems</li> <li>• Liverpool City Council Enterprise Risk Management Strategy</li> <li>• Liverpool City Council Risk Management Plan</li> <li>• Annual ARIC Report</li> <li>• Liverpool City Council Workforce Management Strategy 2022-2026 (and upcoming 2025-2029 for new Council period)</li> <li>• Legal Services Policy</li> <li>• Code of Conduct Procedures</li> <li>• Data Breach Policy</li> <li>• Privacy Policy</li> <li>• Public Interest Disclosures Policy</li> <li>• Civic Expenses and Facilities Policy</li> <li>• Conflict of Interest Policy</li> <li>• Gifts and Benefits Policy</li> <li>• Fraud and Corruption Prevention Policy</li> <li>• Secondary Employment Policy</li> <li>• Unsolicited Proposals Policy</li> <li>• Complaints and Compliments Policy</li> <li>• Access to Council Information Guide</li> <li>• Liverpool City Council Procurement Policy</li> <li>• Liverpool City Council Procurement Standard</li> </ul>	<ul style="list-style-type: none"> <li>• Office of Local Government NSW</li> <li>• NSW Electoral Commission</li> <li>• Mayor and Councillors</li> <li>• Resilient Sydney Office</li> <li>• Business Western Sydney</li> <li>• Western Sydney Leadership Dialogue</li> <li>• Committee for Sydney</li> <li>• Committee for Liverpool</li> <li>• Information and Privacy Commission NSW</li> <li>• Council suppliers</li> <li>• Audit, Risk and Improvement Committee</li> <li>• Audit Office NSW and External auditors</li> <li>• State Insurance Regulatory Authority</li> <li>• NSW Ombudsman</li> <li>• NSW Department of Customer Service</li> <li>• SafeWork NSW</li> <li>• Anti-Discrimination Commission</li> <li>• Aurion (subsidiary of RFG Staffing)</li> <li>• Litmos (subsidiary of Francisco Partners)</li> <li>• Active Superannuation</li> <li>• Innovated Leasing Pty Ltd</li> <li>• Converge International</li> <li>• Xref Ltd</li> <li>• Independent Commission Against Corruption</li> <li>• Legal Services Panel</li> <li>• Probity Panel</li> <li>• Investigation Services Panel</li> <li>• Local Government Procurement</li> <li>• TechnologyOne</li> </ul>

## Delivery Program 2025-2029

Governance and Corporate Management			
Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Lost time injury rates	End of FY Rolling average of 10 or less (2023/24 measured 13.78)	Lost Time Injury Frequency Rate Calculator	Safety and Wellness Coordinator
Workforce Management Strategy initiatives delivered according to milestones/ deadlines	100% projects completed	Project Plan and Annual Project Report	
Payroll prepared and delivered on time each fortnightly cycle with payment to employees every fortnight	100% completed	Aurion	Chief People Officer; Payroll Co-Ordinator
Recruiting Processes are delivered timely as requests received (advertisements within 2 days of receipt, letters of offer within 2 days of notification)	90% of time met	Excel; New ATS when implemented in 2025	Chief People Officer; Talent Acquisition Co-Ordinator
Compulsory Compliance Training Reporting and Monitoring	100% reporting completed	Litmos	Chief People Officer; Learning and Organisational Development Co-Ordinator
Requests for information under the <i>Government Information (Public Access) Act 2009</i> are responded to within statutory deadlines	90% of requests responded to on time	Content Manager	General Counsel
Number and value of procurement exemption is reducing	Decrease every financial year Previous year baseline	Excel spreadsheet	Manager Strategic Procurement and Contracts
Number and value of confirmation orders is reducing	Decrease every financial year Previous year baseline	Excel spreadsheet	
Process Compliant Purchase orders	90% of purchase orders	TechnologyOne	

## Delivery Program 2025-2029

Governance and Corporate Management (continued)			
Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Cost Savings – achieved through aggregating spend across business units	=/< Last year budget =< Last year actual =< current year budget	TechnologyOne	Manager Strategic Procurement and Contracts
Deliver Council's integrated planning and reporting requirements including the Community Strategic Plan, Delivery Program, Operational Plan, Annual Report, State of Our City Report and Biannual Progress Reports	100%	InfoCouncil	Manager City Strategy and Performance

## Planned Activities and Projects 2025-2029

Governance and Corporate Management				
Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Implementation of fit for purpose technology solutions across organisation	2025-2029	To be confirmed as planning is being finalised	Project Portfolio Reporting	Chief Information Officer
Support the Audit Risk and Improvement Committee to implement the 4-year workplan in line with the OLG Guidelines	2029	\$498,000	Business reporting	Head of Audit and Risk
Delivery of Service Review Framework and Service Reviews as identified by Council	2025-2029	\$280,000	Business reporting	
Implement new Volunteers Program	2025-2029	\$20,000 pa	WMS Project Plan	Chief People Officer; Talent Acquisition Co-Ordinator; Volunteers Co-Ordinator

## Planned Activities and Projects 2025-2029

Governance and Corporate Management (continued)				
Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Implement new Foundation Roles across Council including Trainees, Apprentices, Cadets, Graduates and roles for Veterans and Aboriginal peoples	2025-2029	\$20,000 in support and promotional material; Costs for roles will be within current organisational staffing budget or from grants	WMS Project Plan	Chief People Officer; Talent Acquisition Co-Ordinator; Volunteers Co-Ordinator
Leadership Development Programs	2025-2029	\$60,000 pa	WMS Project Plan	Chief People Officer;
Culture Enhancement Programs	2025-2029	\$50,000 pa	WMS Project Plan	Learning and OD Co-Ordinator
Workforce Reporting and Analytics Framework	2025- 2027	\$80,000 2025-26 \$80,000 2026-27	WMS Project Plan	Chief People Officer; People and Workplace Relations Co-Ordinator
Reward and Recognition Review and Redesign	2025- 2027	\$40,000 2025-26 \$40,000 2026-27	WMS Project Plan	Chief People Officer; Learning and OD Co-Ordinator
Learning and Development Program	2025- 2029	\$60,000 pa	WMS Project Plan	
Develop a Procurement Strategy for Liverpool Council	2026-2029	Operating Budget	InfoCouncil	Manager Strategic Procurement and Contracts
Align the Liverpool 2050 vision with the operations of Council	2025-2029	Operating Budget	InfoCouncil	Manager City Strategy and Performance
Implementation of an automated reporting module for the organisation	2025-2026	Operating Budget	InfoCouncil	
Coordinate the 2028 Council election with NSW Electoral Commission or external election provider	2028	Operating Budget	InfoCouncil	Manager Civic and Executive Services

## Planned Activities and Projects 2025-2029

Governance and Corporate Management (continued)				
Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Deliver 24 Forums and engagement opportunities to understand community aspirations	2025-2029	Operating Budget	HPE Content Manager	Manager Civic and Executive Services
Implementation of a fit for purpose safety management system	2026-2027	\$250,000	Business reporting	Coordinator Safety and Wellness
Develop and implementation of a Business Performance Framework	2026-2027	Operating Budget	Business reporting	Director Community and Lifestyle

## Service Levels

Maintenance of public Wi-Fi across nominated sites.

Coordinate and deliver Council's monthly meeting agenda papers and meeting minutes.

Council meeting agenda and business papers posted on Council's website at least three days before the Council meeting in line with the Code of Meeting Practice.

Council meeting minutes posted on Council's website within 48 hours of the meeting.

## 2025-2026 Operational Plan

Governance and Corporate Management		
Detailed Actions	Annual Budget	Responsibility
Development of Service Review Framework	Operating Budget	Head of Audit and Risk
Implement annual actions from the four-year ARIC workplan	Operating Budget	
Develop IT Strategic Plan	Operating Budget	Chief Information Officer
Develop and implement a Business Performance Framework	Operating Budget	Director Community and Lifestyle
Implementation of a fit for purpose safety management system	\$250,000	Coordinator Safety and Wellness
Implementation of a new Applicant Tracking System	\$140,000	Chief People Officer; Talent Acquisition Co-Ordinator
Implement new Volunteers Program	\$20,000	Chief People Officer; Talent Acquisition Co-Ordinator; Volunteers Co-Ordinator
Implement new Foundation Roles across Council including Apprentices, Cadets, Graduates and roles for Veterans and Aboriginal peoples	\$20,000	Chief People Officer; Talent Acquisition Co-Ordinator; Volunteers Co-Ordinator
Leadership Development Programs	\$60,000	Chief People Officer; Learning and OD Co-Ordinator
Remuneration and Benefits Framework	Cost neutral	Chief People Officer; People and Workplace Relations Co-Ordinator
Workforce Reporting and Analytics Framework	\$80,000	
Culture Enhancement Programs	\$50,000	Chief People Officer; Learning and OD Co-Ordinator
Reward and Recognition Review and Redesign	\$40,000	
Learning and Development Programs	\$60,000	

## 2025-2026 Operational Plan

Governance and Corporate Management (continued)		
Detailed Actions	Annual Budget	Responsibility
Respond to requests for information under the Government Information (Public Access) Act 2009 within statutory deadlines	Operating Budget	General Counsel
Implement a contract management system	Operating Budget	Manager Strategic Procurement and Contracts
Streamline Council's procurement processes to improve efficiencies	Operating Budget	
Ensure Council's Integrated Planning and Reporting requirements, including Delivery Program and Operational Plan and associated reports are developed in line with the requirements of the Local Government Act	Operating Budget	Coordinator City Strategy and Performance
Report on the service review of Council's nominated services areas	Operating Budget	Coordinator City Strategy and Performance
Align Council's strategic direction with internal operations by coordinating the implementation of business plans across the organisation	Operating Budget	
Coordinate and deliver Council's monthly meeting agenda papers and minutes	Operating Budget	Manager Civic and Executive Services
Ensure Mayoral and Councillor requests are responded to as per Policy requirements	Operating Budget	
Manage Mayoral and Councillor community and stakeholder engagement	Operating Budget	

# MAJOR PROJECTS AND EVENTS 2025-2029



## **FIT FOR PURPOSE ENTERPRISE APPLICATIONS**

Implementing fit-for-purpose enterprise applications across the organisation to enhance efficiency and service delivery. This project will streamline the customer experience by simplifying interactions with Council and providing greater transparency on Council operations. The resulting operational efficiencies will significantly reduce the need for administrative staff growth.

### **Project Delivery Responsibility**

Director Community and Lifestyle

### **Estimated Project Budget**

\$9.5 million

### **Project Timing**

This project is scheduled to run from FY26 to FY30

### **Key Stakeholders**

- Local Community

### **Actions**

1. Complete business requirements and tender documentation
2. Obtain relevant approvals from Council to award contract(s)
3. Develop phased implementation strategy
4. Implement solution
5. Decommission legacy applications

### **Project Lead**

Chief Information Officer

# MAJOR PROJECTS AND EVENTS 2025-2029



## CONTRACTS MANAGEMENT SYSTEM

Establish and maintain a Contracts Management System (CMS) to ensure efficient, transparent, and compliant management of all Council contracts throughout their lifecycle.

### Project Delivery Responsibility

Director Corporate Services

### Estimated Project Budget

\$150,000

### Project Timing

2025-2027

### Key Stakeholders

- Information Technology
- Finance
- Executive Leadership team

### Actions

1. Implement CMS module and input all of council's contracts
2. Assign to responsible project managers
3. Organise training for staff
4. Implement data analytics Decommission legacy applications

### Project Lead

Manager Strategic Procurement and Contracts

## 4.3 – Financial Management

The Financial Management service provides Council financial accounting and support services relating to the development and implementation of financial policies and procedures, statutory reporting, budgeting and management reporting, Goods and Services Tax (GST) and Fringe Benefits Tax (FBT) accounting and reporting, banking, investments, debt collection, accounts payable and financial systems.

Key functions include:

- Developing and implement Council's financial management policies and procedures;
- Preparing Council's annual operating and capital program budget;
- Develop and maintain Council's long-term financial planning model;
- Preparing and delivering statutory reports and statements; and
- Managing accounts payable and receivable functions.

<b>Strategic Objective</b>	Visionary, Leading, Responsible
<b>Relevant 10-Year Strategies</b>	4d – Ensure Council is accountable and financially sustainable through the strategic management of assets and resources.
<b>Responsibility</b>	Director Corporate Services
<b>Related Documents, Plans and Strategies</b>	<b>Relationships</b>
<ul style="list-style-type: none"> <li>• Office of Local Government/ NSW T-Corp performance benchmarks</li> <li>• Australian Accounting Standards</li> <li>• Office of Local Government Code of Accounting Practice</li> </ul>	<ul style="list-style-type: none"> <li>• Office of Local Government</li> <li>• Audit Office of NSW</li> <li>• Investment Advisors</li> <li>• Financial Institutions</li> <li>• Australian Taxation Office</li> <li>• Revenue NSW</li> </ul>

## Delivery Program 2025-2029

Financial Management			
Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Manage operating performance ratio	Greater than 0%	Technology One	Council
Manage own source operating revenue ratio	Greater than 60%	Technology One	
Manage unrestricted current ratio	Greater than 1.5 times	Technology One	
Manage debt service cover ratio	Greater than 2.0 times	Technology One	
Manage debt service ratio	Greater than 0% and less than 20%	Technology One	
Manage rates and annual charges outstanding percentage	Less than 5%	Technology One	
Manage cash expense cover ratio	Greater than three (3) months	Technology One	
Manage Interest cover ratio	Greater than 3 times	TechnologyOne	
Unrestricted Cash Expense ratio	Greater than 2 months	TechnologyOne	

## Planned Activities and Projects 2025-2029

Financial Management				
Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Long-Term Financial Plan	Annual (on-or before 30 June)	Operating Budget	TechnologyOne	Chief Financial Officer

## 2025-2026 Operational Plan

Financial Management		
Detailed Actions	Annual Budget	Responsibility
Business Activity Statement Returns	Operating Budget	Chief Financial Officer
Annual Fringe Benefits Tax Return	Operating Budget	
Audit of Financial Statements with Office of Local Government	Operating Budget	
Council's Operating Budget and Capital Expenditure Program	Operating Budget	
Report on Council's investments complying with the Local Government Act 1993 and Local (General) Regulation 2010	Operating Budget	

## 4.4 – Communications

The Communications service area forms ideas, develops and delivers all written and visual communications to support Council's strategies, campaigns, projects, events and initiatives through media releases, external media and public relations, video, photography, print and digital materials, websites, email and social media. This service area is also responsible for governance of Council's internal communications to staff and supporting the Mayor as the official spokesperson for Council and the Chief Executive Officer as the operational spokesperson. Key functions include:

- Delivery of Council publications, videos, campaigns including Liverpool Life;
- Management of Council's official social media channels across Facebook, Instagram, TikTok, and LinkedIn
- Media monitoring and social media commentary;
- Advertising requirements including exploring Culturally and Linguistically Diverse (CALD) publications and mainstream media; and
- Print production.

<b>Strategic Objective</b>	Visionary, Leading, Responsible
<b>Relevant 10-Year Strategies</b>	4b - Communicate, listen, engage and respond to the community by encouraging participation. 4c - Position Council as an industry leader that plans and delivers services for a growing city.
<b>Responsibility</b>	Director Community and Lifestyle
<b>Related Documents, Plans and Strategies</b>	<b>Relationships</b>
N/A	<ul style="list-style-type: none"> <li>• Mayor and Councillors</li> <li>• Local community</li> <li>• Community groups</li> <li>• Strategic partners e.g. Western Sydney International Airport</li> </ul>

### Service Levels

Manage communications across print, email, web and social.

Deliver quarterly printed editions of Liverpool Life free community magazine.

Manage responses to comments and direct messages via Council's official social media communications channels.

Provide communications on behalf of the Council to the media, including media releases.

## 2025-2026 Operational Plan

Communications		
Detailed Actions	Annual Budget	Responsibility
Promote the City of Liverpool through the delivery of communication campaigns	Operating Budget	Manager Communications Marketing and Brand
Deliver Council's social media presence across all platforms	Operating Budget	
Deliver quarterly editions of Liverpool Life community newsletter	Operating Budget	
Produce scheduled monthly communications content including media releases and email newsletters (Electronic Direct Mail)	Operating Budget	

# MAJOR PROJECTS AND EVENTS 2025-2029



## REVITALISATION OF COUNCIL WEBSITES

Explore and implement enhancements to Council's suite of websites to provide accurate, timely and efficient information to residents and other stakeholders.

### Project Delivery Responsibility

Director Community and Lifestyle

### Estimated Project Budget

\$1 million

### Project Timing

This project is scheduled to run from 2025-2029

### Key Stakeholders

- CMS supplier
- Council staff

### Actions

1. Complete detailed scope of works and tender documentation
2. Procurement of CMS provider
3. Build websites on CMS platform selected
4. Plan, design and test additional functions
5. Integrate additional functions with Council systems

### Project Lead

Manager Communications Marketing and Brand

## 4.5 – Community Engagement

The Community Engagement service area is responsible for building strong, collaborative relationships between Council and the community it serves. It ensures that community is represented, valued, and reflected in decision-making, programs, and services.

Key functions include:

- Conducting community engagement initiatives and surveys which inform Council on key priorities;
- Ensuring community members have a meaningful role in shaping policies, services, and programs;
- Promoting equity and inclusion in engagement efforts;
- Strengthening partnerships with local stakeholders and groups; and
- Continuously improving strategies based on outcomes and community input.

<b>Strategic Objective</b>	Visionary, Leading, Responsible
<b>Relevant 10-Year Strategies</b>	4b - Communicate, listen, engage and respond to the community by encouraging participation.
<b>Responsibility</b>	Director Community and Lifestyle Office of the CEO
<b>Related Documents, Plans and Strategies</b>	<b>Relationships</b>
<ul style="list-style-type: none"> <li>• Integrated Planning and Reporting Guidelines for Local Government in NSW</li> <li>• Liverpool Council Community Engagement Strategy 2024</li> <li>• Liverpool Council Community Participation Plan 2022</li> <li>• International Association for Public Participation (IAP2)</li> </ul>	<ul style="list-style-type: none"> <li>• Office of Local Government NSW</li> <li>• Mayor and Councillors</li> <li>• Local Community</li> <li>• Stakeholders</li> </ul>

## Delivery Program 2025-2029

Community Engagement			
Key Performance Indicator (KPI)	Target	Data Source	Responsibility
Implement the Community Engagement Strategy	100%	Council Business Papers	Community Engagement Officer
Increase community members attending or engaging in activities	>5% annually	Surveys and Feedback	

## Planned Activities and Projects 2025-2029

Community Engagement				
Planned Projects and Activities	Timeline	Budget	Data Source	Responsibility
Deliver the Community Satisfaction Survey	2026/2027 and 2028/2029	Operating Budget	Survey	Manager City Strategy and Performance

## 2025-2026 Operational Plan

Community Engagement		
Detailed Actions	Annual Budget	Responsibility
Undertake a community engagement campaign to inform the development of a University City Strategy	Operating Budget	Manager City Strategy and Performance
Develop and implement a Staff Community Engagement Toolkit	Operating Budget	City Strategy and Performance Coordinator
Deliver on stakeholder engagement to inform Council plans and strategies	Operating Budget	
Develop and deliver business-wide Community Engagement opportunities – e.g. Community Drop-In Sessions, and activations at other events and locations across the LGA	Operating Budget	Community Engagement Officer

## 4.6 – Advocacy and Partnerships

This service area plays a critical role in representing the interests of the community by proactively engaging targeted advocacy efforts which are aimed at securing resources, influencing policy and supporting the delivery of infrastructure that aligns with the Liverpool community's evolving needs and long-term aspirations. In addition to its advocacy function, the service area is also responsible for establishing and maintaining strategic partnerships that foster collaboration and enable the joint development of innovative and effective solutions to challenges facing South West Sydney. Key functions include:

- Strengthening strategic partnerships with local stakeholders, corporate entities, and industry associations to foster collaboration and drive positive outcomes for Liverpool;
- Pursuing grants, investment opportunities, Federal and State Government funding and other investment to support the delivery of improved infrastructure, programs, and community services;
- Advocating for and contributing to the planning and delivery of regional transport infrastructure and service enhancements, in close consultation with Transport for NSW and Sydney Metro;
- Playing a lead role in the Western Sydney Parks and Sydney's Parkland Councils to ensure Liverpool's interests are represented.
- Coordinating initiatives from the Resilient Sydney Strategy in collaboration with other metropolitan council's, government and business to increase Council's ability to respond to shocks and stressors; and
- Ensuring that advocacy efforts reflect the voices of the community through consultation and inclusive engagement.

<b>Strategic Objective</b>	Visionary, Leading, Responsible
<b>Relevant 10-Year Strategies</b>	<p>4b - Communicate, listen, engage and respond to the community by encouraging participation.</p> <p>4c - Position Council as an industry leader that plans and delivers services for a growing city.</p> <p>4f - Collaborate with key stakeholders to advocate for investment and infrastructure that support Liverpool's transformation into the capital of South West Sydney.</p>
<b>Responsibility</b>	<p>Office of the CEO</p> <p>Director Planning and Design</p>
<b>Related Documents, Plans and Strategies</b>	<b>Relationships</b>
<ul style="list-style-type: none"> <li>• Integrated Planning and Reporting Guidelines for Local Government in NSW</li> <li>• Liverpool Council Community Engagement Strategy 2024</li> <li>• Liverpool Council Community Participation Plan 2022</li> <li>• Stakeholder Engagement Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Office of Local Government NSW</li> <li>• Local and Federal Members of Parliament</li> <li>• Mayor and Councillors</li> <li>• Local Community</li> <li>• Resilient Sydney Office</li> <li>• Business Western Sydney</li> <li>• Western Sydney Leadership Dialogue</li> <li>• Committee for Sydney</li> <li>• Committee for Liverpool</li> <li>• Department of Planning, Housing and Infrastructure</li> <li>• Transport for NSW</li> <li>• Sydney Metro</li> <li>• Urban Development Institute of Australia (UDIA)</li> <li>• Property Council</li> </ul>

## 2025-2026 Operational Plan

Advocacy and Partnerships		
Detailed Actions	Annual Budget	Responsibility
Deliver two (2) of stakeholder engagement sessions to inform Council plans and strategies	Operating Budget	Senior Officer Government Stakeholder Engagement and Advocacy
Develop two (2) local and international partnerships with government and non-government agencies to benefit the city and community	Operating Budget	
Work in partnership with The Parks to collectively advocate for South West Sydney	Operating Budget	
Coordinate initiatives from the Resilient Sydney Strategy in collaboration with other metropolitan council's, government and business to increase Council's ability to respond to shocks and stressors	Operating Budget	
Play a lead role in the Western Sydney Parks, Sydney's Parkland Councils and ensure Liverpool's interests are represented	Operating Budget	
Advocate for the planning and delivery of regional transport infrastructure and service enhancements in consultation with Transport for NSW and Sydney Metro	Operating Budget	Manager Development Engineering

# FINANCIAL YEAR 2025-2026 BUDGET

## BASED ON THE COMMUNITY STRATEGIC PLAN

CSP		Total Revenue	Operating Expenditure	Net Operating Result	Less: Grants & Contributions for Capital Purposes	Net Operating Results Before Grants & Contributions for Capital Purposes
<b>Healthy, Inclusive, Fair</b>						
1.01	Libraries and Museum	767,851	10,198,091	(9,430,240)	-	(9,430,240)
1.02	Events	901,737	4,045,901	(3,144,164)	-	(3,144,164)
1.03	Recreation and Community Outcomes	2,118,209	7,254,284	(5,136,075)	-	(5,136,075)
1.04	Community Planning	7,000	1,157,147	(1,150,147)	-	(1,150,147)
1.05	Children's Services	10,210,017	8,475,838	1,734,179	-	1,734,179
1.06	Arts and Culture	1,477,212	4,071,969	(2,594,757)	-	(2,594,757)
1.07	City Infrastructure Delivery and Construction	110,925,963	40,796,450	70,129,513	103,150,075	(33,020,562)
<b>Liveable, Sustainable, Resilient</b>						
2.01	City Waste and Recycling	57,035,138	56,202,649	832,489	-	832,489
2.02	City Maintenance	7,860,584	50,476,805	(42,616,221)	-	(42,616,221)
2.03	Urban Design	119,253	2,185,400	(2,066,147)	-	(2,066,147)
2.04	Regulatory Compliance	7,257,298	7,138,857	118,441	-	118,441
2.05	Development Assessment	1,962,188	5,673,114	(3,710,926)	-	(3,710,926)
2.06	Environmental Planning and Management	2,409,438	5,077,666	(2,668,228)	-	(2,668,228)
2.07	Circular Economy (Including FOGO)	607,750	858,483	(250,733)	-	(250,733)
2.08	Infrastructure and Floodplain Planning and Management	1,098,963	4,476,620	(3,377,657)	800,000	(4,177,657)
2.09	City Planning	72,098,533	6,502,023	65,596,510	58,905,858	6,690,652
2.10	Land Development	1,950,748	2,156,635	(205,887)	-	(205,887)
2.11	Traffic and Transport Management	64,658	131,158	(66,500)	-	(66,500)
2.12	Animal Management	196,360	1,591,292	(1,394,932)	-	(1,394,932)
<b>Evolving, Prosperous, Innovative</b>						
3.01	Economic Development	214,000	3,067,400	(2,853,400)	-	(2,853,400)
3.02	Commercial Development and Property	24,976,386	4,347,277	20,629,109	14,500,000	6,129,109
3.03	Transport Strategy and Planning	414,954	1,264,044	(849,090)	-	(849,090)
<b>Visionary, Leading, Responsible</b>						
4.01	Customer Service	137,631,331	5,021,133	132,610,198	-	132,610,198
4.02	Governance and Corporate Management	419,447	31,001,725	(30,582,278)	-	(30,582,278)
4.03	Financial Management	18,803,101	14,093,746	4,709,355	-	4,709,355
4.04	Communications	14,000	3,124,589	(3,110,589)	-	(3,110,589)
4.05	Community Engagement	-	21,669	(21,669)	-	(21,669)
4.06	Advocacy and Partnerships	866,615	3,842,820	(2,976,205)	-	(2,976,205)
<b>Total</b>		<b>462,408,734</b>	<b>284,254,785</b>	<b>178,153,949</b>	<b>177,355,933</b>	<b>798,016</b>

# ABBREVIATIONS USED IN THIS DOCUMENT

<b>AECG</b>	Aboriginal Education Consultative Group
<b>ALIA</b>	Australian Library and Information Association
<b>APRA</b>	Australasian Performing Right Association
<b>ARIC</b>	Audit Risk and Improvement Committee
<b>BDA</b>	Bradfield Development Authority
<b>CALD</b>	Culturally and Linguistically Diverse
<b>CBD</b>	Central Business District
<b>CEO</b>	Chief Executive Officer
<b>CPI</b>	Consumer Price Index
<b>CSP</b>	Community Strategic Plan
<b>DA</b>	Development Assessment
<b>DCP</b>	Development Control Plan
<b>DEP</b>	Design Excellence Panel
<b>DESE</b>	Department of Education, Skills and Employment
<b>DIAP</b>	Disability Inclusion Action Plan
<b>EPA</b>	Environment Protection Authority
<b>ERP</b>	Environment Restoration Plan
<b>FBT</b>	Fringe Benefits Tax
<b>FOGO</b>	Food Organics and Garden Organics
<b>FTE</b>	Full Time Employees
<b>GMD</b>	Governor Macquarie Drive
<b>GST</b>	Goods and Services Tax
<b>HPE</b>	Hewlett Packard Enterprise
<b>HSC</b>	Higher School Certificate
<b>IP&amp;R</b>	Integrated Planning and Reporting
<b>KPIs</b>	Key Performance Indicators
<b>LEP</b>	Local Environmental Plan
<b>LTFP</b>	Long-Term Financial Plan
<b>LGA</b>	Local Government Area

<b>LGIAN</b>	Local Government Internal Audit Network
<b>LSPS</b>	Local Strategic Planning Statement
<b>MPs</b>	Members of Parliament
<b>NAIDOC</b>	National Aborigines and Islanders Day Observance Committee
<b>NBN</b>	National Broadband Network
<b>NGO</b>	Non-Government Organisations
<b>NSW</b>	New South Wales
<b>OLG</b>	Office of Local Government
<b>RAP</b>	Reconciliation Action Plan
<b>RFS</b>	Rural Fire Service
<b>RMS</b>	Roads and Maritime Services
<b>RSPCA</b>	Royal Society for the Prevention of Cruelty to Animals
<b>SES</b>	State Emergency Service
<b>SINSW</b>	Schools Infrastructure NSW
<b>TAFE</b>	Technical and Further Education
<b>TfNSW</b>	Transport for NSW
<b>WHS</b>	Work Health and Safety
<b>WMS</b>	Workforce Management Strategy
<b>WSROC</b>	Western Sydney Regional Organisation of Councils

If you do not understand this document, please ring the Telephone Interpreter Service (131 450) and ask them to contact Council (1300 362 170). Office hours are 8.30am to 5.00pm, Monday to Friday.

## ARABIC

إذا لم تستطع فهم هذا الطلب ، الرجاء الاتصال بخدمة الترجمة الهاتفية على رقم 131 450 واسألهم أن يتصلوا بالبلدية على رقم 1300 362 170 . دوام ساعات العمل هي من الساعة 8.30 صباحًا إلى 5.00 بعد الظهر من الاثنين إلى الجمعة.

## CHINESE

如您看不懂此信 / 申請書，請打電話給「電話翻譯服務台」(131 450)，請他們聯絡市政廳(市政廳電話 1300 362 170)。市政廳辦公時間，星期一至星期五，上午八時三十分至下午五時。

## CROATIAN

Ako ne razumijete ovo pismo/aplikaciju, molimo nazovite Službu prevodilaca i tumača (Translating and Interpreting Service - na broj 131 450) i zamolite ih da nazovu Općinu (na 1300 362 170). Radno vrijeme je od 8.30 ujutro do 5.00 popodne, od ponedjeljka do petka.

## GERMAN

Wenn Sie diesen Brief/Antrag nicht verstehen können, rufen Sie bitte den Telefon Dolmetscher Dienst (Telephone Interpreter Service) (131 450) an und lassen Sie sich vom Personal mit dem Gemeinderat (Council) in Verbindung setzen (1300 362 170). Geschäftsstunden sind von 8:30 bis 17:00 Uhr, montags bis freitags.

## GREEK

Αν δεν καταλαβαίνετε αυτή την επιστολή/αίτηση, σας παρακαλούμε να τηλεφωνήσετε στην Τηλεφωνική Υπηρεσία Διερωτημάτων (131 450) και να τους ζητήσετε να επικοινωνήσουν με το Δημοτικό Συμβούλιο (1300 362 170). Τα γραφεία του είναι ανοιχτά από τις 8.30π.μ. μέχρι τις 5.00μ.μ. από Δευτέρα μέχρι και Παρασκευή.

## HINDI

अगर आप इस पत्र/आवेदन को पढ़कर समझ नहीं पा रहे हैं तो कृपया टेलीफोन संवाद-सहायक सेवा (131 450) को फोन करें और उनसे काउंसिल (1300 362 170) से संपर्क करने को कहें। कार्यालय का समय सोमवार से शुक्रवार तक प्रातः ८:३० बजे से सायं ५:०० तक है।

## ITALIAN

Se non comprendi questa lettera/questo modulo di domanda, telefona al Servizio traduzioni e interpreti al numero 131 450 chiedendo di essere messo in contatto con il Comune (telefono 1300 362 170). Orario d'ufficio: ore 8.30 -17.00, dal lunedì al venerdì.

## KHMER

បើលោកអ្នកមិនយល់ពីអត្ថន័យឬការប្រតិបត្តិទេ ទេ សូមទូរស័ព្ទទៅសេវាបកប្រែភាសាភាសាខ្មែរ (លេខ 131 450) ហើយស្នើសុំឲ្យគេទាក់ទងសាលាក្រុង (លេខ 1300 362 170)។ ពេលម៉ោងធ្វើការគឺម៉ោង 8 កន្លះព្រឹកដល់ម៉ោង 5 ល្ងាច ពីថ្ងៃច័ន្ទដល់ថ្ងៃសុក្រ

## MACEDONIAN

Ako ne go razbirate ova pismo/aplikacija, ve molime da se javite vo Telefonската преведувачка служба на 131 450 и замолете ги да стапат во контакт со Општината на 1300 362 170. Работното време е од 8.30 часот наутро до 5.00 часот попладне од понеделник до петок.

## MALTESE

Jekk ma tifhimx din l-ittra/applikazzjoni, jekk joghgbok ċempel lis-Servizz ta' l-Interpretu bit-Telefon (131 450) u itlobhom jikkuntattjaw il-Kunsill (1300 362 170). Il-hinjiet ta' l-Uffiċċju huma mit-8.30a.m. sal-5.00p.m., mit-Tnejn sal-Ġimgħa.

## POLISH

Jeśli nie rozumiesz treści niniejszego pisma/podania, zadzwoń do Telefonicznego Biura Tłumaczy (Telephone Interpreter Service) pod numer 131 450 i poproś o telefoniczne skontaktowanie się z Radą Miejską pod numerem 1300 362 170. Godziny urzędowania: 08.30-17.00 od poniedziałku do piątku.

## SERBIAN

Ako ne razumete ovo pismo/aplikaciju, molimo vas da nazovete Telefonsku prevodilačku službu (131 450) i zamolite ih da kontaktiraju Opštinu (1300 362 170). Radno vreme je od 8.30 ujutro do 5.00 popodne, od ponedeljka do petka.

## SPANISH

Si Ud. no entiende esta carta/solicitud, por favor llame al Servicio Telefónico de Intérpretes (131 450) y pídales que llamen a la Municipalidad (Council) al 1300 362 170. Las horas de oficina son de 8:30 am a 5:00 pm, de lunes a viernes.

## TURKISH

Bu mektubu veya müracaati anlayamazsanız, lütfen Telefon Tercüme Servisi'ne (131 450) telefon ederek Belediye ile (1300 362 170) ilişkiye geçmelerini isteyiniz. Çalışma saatleri Pazartesi - Cuma günleri arasında sabah saat 8:30 ile akşam 5:00 arasındadır.

## VIETNAMESE

Nếu không hiểu thư/đơn này, xin Quý Vị gọi cho Telephone Interpreter Service (Dịch Vụ Thông Dịch Qua Điện Thoại), số 131 450, và nhờ họ liên lạc với Council (Hội Đồng), số 1300 362 170. Giờ làm việc là 8 giờ 30 sáng đến 5 giờ 00 chiều, Thứ Hai đến Thứ Sáu.

## For further information



### Visit Us

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### Phone

1300 36 2170  
Calling from interstate: (02) 8711 7000  
National Relay Service (NRS): 133 677  
(for hearing and speech impaired customers)



### Email

[lcc@liverpool.nsw.gov.au](mailto:lcc@liverpool.nsw.gov.au)



### Post

Locked Bag 7064, Liverpool BC, NSW 1871



### Website

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