



ANNUAL REPORT 2024-25



CONTENTS

ACKNOWLEDGEMENT OF COUNTRY	5
MAYOR'S MESSAGE	6
CEO'S MESSAGE	7
PURPOSE OF THE ANNUAL REPORT	8
INTEGRATED PLANNING AND REPORTING	9
PART 1 – INTRODUCTION: OVERVIEW OF LIVERPOOL CITY COUNCIL	11
Vision	12
Strategic Objectives	13
About Liverpool City	14
Liverpool City	16
Elected Council	18
PART 2 – COUNCIL'S ACHIEVEMENTS AND HIGHLIGHTS	21
Awards Recognition	22
Financial Summary	24
Highlights Summary	26
City Centre Trends	28
Achievements and Performance by Service Area	34
Strategic Objective 1 - Healthy, Inclusive, Engaging	34
Strategic Objective 2 - Liveable, Sustainable, Resilient	38
Strategic Objective 3 - Evolving, Prosperous, Innovative	41
Strategic Objective 4 - Visionary, Leading, Responsible	45
PART 3 – PUBLIC INFRASTRUCTURE ASSETS REPORT	48
PART 4 – SUMMARY OF COUNCIL'S PROGRESS	69
PART 5 – STATUTORY REPORT	88
PART 6* – Council's Audited Financial Statements	(Published separately)







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.

MAYOR'S MESSAGE



This year, Liverpool has continued to transform ambition into achievement. Our community is not just growing, it's thriving, innovating and setting new standards for what a modern city can be. The 2024–2025 Annual Report captures this momentum, celebrating a city that leads with vision, values and purpose.

The official opening of Liverpool Civic Place marked a defining milestone. More than a new civic precinct, it represents the heart of our city's renewal, a place where learning, creativity and community come together. Housing the University of Wollongong's Southwest Sydney campus, the Yellamundie Library and Gallery, and our new Council Chambers, the \$600 million development stands as a symbol of confidence and collaboration. Yellamundie's recognition as an international finalist for Public Library of the Year shows that Liverpool's commitment to design, inclusion and culture resonates far beyond our borders.

Liverpool is also growing its reputation as a city of opportunity. We've facilitated over 2,000 new local jobs, welcomed new university partnerships with UNSW and Notre Dame, and strengthened ties with the Western Parkland City Authority to guide the development of Bradfield City Centre, Australia's first 22nd-century city. These partnerships are connecting education with industry and creating pathways for our next generation.

Our vibrant cultural life continues to shine. The Experience the World festival series drew more than 700,000 visitors and won multiple Western Sydney Tourism Awards, while the Liverpool Powerhouse, Home of the Arts and Creative Industries has become a thriving hub for creativity and enterprise. Each of these achievements tells a story of a community that celebrates its diversity and spirit.

At the same time, we've invested in a cleaner, greener, more connected Liverpool. Projects like the \$43 million Brickmakers Creek Naturalisation, the Light Horse Park Redevelopment, and our ambitious Urban Forest Strategy are creating spaces where nature, recreation and resilience coexist.

Liverpool is leading with optimism, determination and a shared belief in our potential. Together, we're building a city that doesn't just prepare for the future, we're defining it.

A blue ink handwritten signature of Mayor Ned Mannoun, featuring a large, stylized 'N' and 'M' followed by a horizontal line and a vertical stroke.

MAYOR NED MANNOUN

CEO'S MESSAGE



The 2024–2025 year has been one of delivery, innovation and resilience. Liverpool City Council continued to strengthen its financial position while delivering one of the largest and most ambitious capital works programs in New South Wales. Our focus has remained clear: delivering value for money, building organisational excellence, and investing in infrastructure and services that enhance quality of life for our growing community.

This year, Council managed an operating budget of \$281 million and a capital works program exceeding \$180 million. These investments were directed towards the projects that matter most — improving transport links, enhancing community facilities, creating green and open spaces, and modernising our city's public domain. From the completion of Liverpool Civic Place to the upgrades of Macquarie, Scott and Railway Streets, these projects are reshaping the city centre into a more vibrant, connected and walkable destination.

Our commitment to disciplined financial management is reflected in another unqualified audit opinion, confirming Liverpool's sound governance and long-term sustainability. Council met all statutory reporting obligations and continued to refine its Delivery Management Framework, ensuring transparency, accountability and on-time, on-budget performance across our diverse project portfolio.

We also invested in our people and technology. Council is moving to introduce new digital systems across finance, procurement and human resources, migrated key operations to secure cloud platforms, and maintained a clean cybersecurity record. The launch of a Human Resources analytics dashboard, a refreshed Workforce Management Strategy, and new leadership programs are building a capable, forward-focused organisation ready to meet the city's rapid growth.

Operationally, Council delivered more than 22 service areas, with 95% of targets achieved or on track. Key programs such as the Mattress Recycling Project, the rollout of FOGO, and major road and park upgrades demonstrate the practical results of our investment and innovation.

Liverpool continues to set the benchmark for local government performance. It's a Council that plans, delivers and leads with integrity. Together with our community and partners, we are not only managing growth, we are shaping it responsibly, efficiently, and with a firm eye on the future.

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

JASON BRETON
CHIEF EXECUTIVE OFFICER

PURPOSE OF THE ANNUAL REPORT

The Annual Report is a comprehensive report to the community that has been prepared in accordance with section 428 of the *Local Government Act 1993*. The report highlights Liverpool City Council's financial and operational progress and achievements in the 2024-2025 financial year and focuses on the activities undertaken against the objectives in Council's Delivery Program 2022-2026 and Operational Plan 2024-2025, which was reported to Council biannually.

The Annual Report is made up of six parts:

- PART 1 – Introduction: Overview of Liverpool City Council**
- PART 2 – Council's Achievements and Highlights
Financial Summary**
- PART 3 – Public Infrastructure Assets Report**
- PART 4 – Summary of Council's Progress**
- PART 5 – Statutory Report**
- PART 6* – Council's Audited Financial Statements**

*The first five (5) parts are published in this volume. Part six (6) is published separately.

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.



PART 1 **INTRODUCTION: OVERVIEW OF LIVERPOOL CITY COUNCIL**

COMMUNITY VISION FOR LIVERPOOL



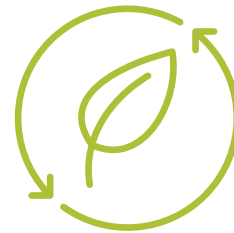
**A VIBRANT
GLOBAL CITY OF
LIFESTYLE AND
OPPORTUNITY**

STRATEGIC OBJECTIVES



SOCIAL

HEALTHY
INCLUSIVE
ENGAGING



ENVIRONMENTAL

LIVEABLE
SUSTAINABLE
RESILIENT



ECONOMIC

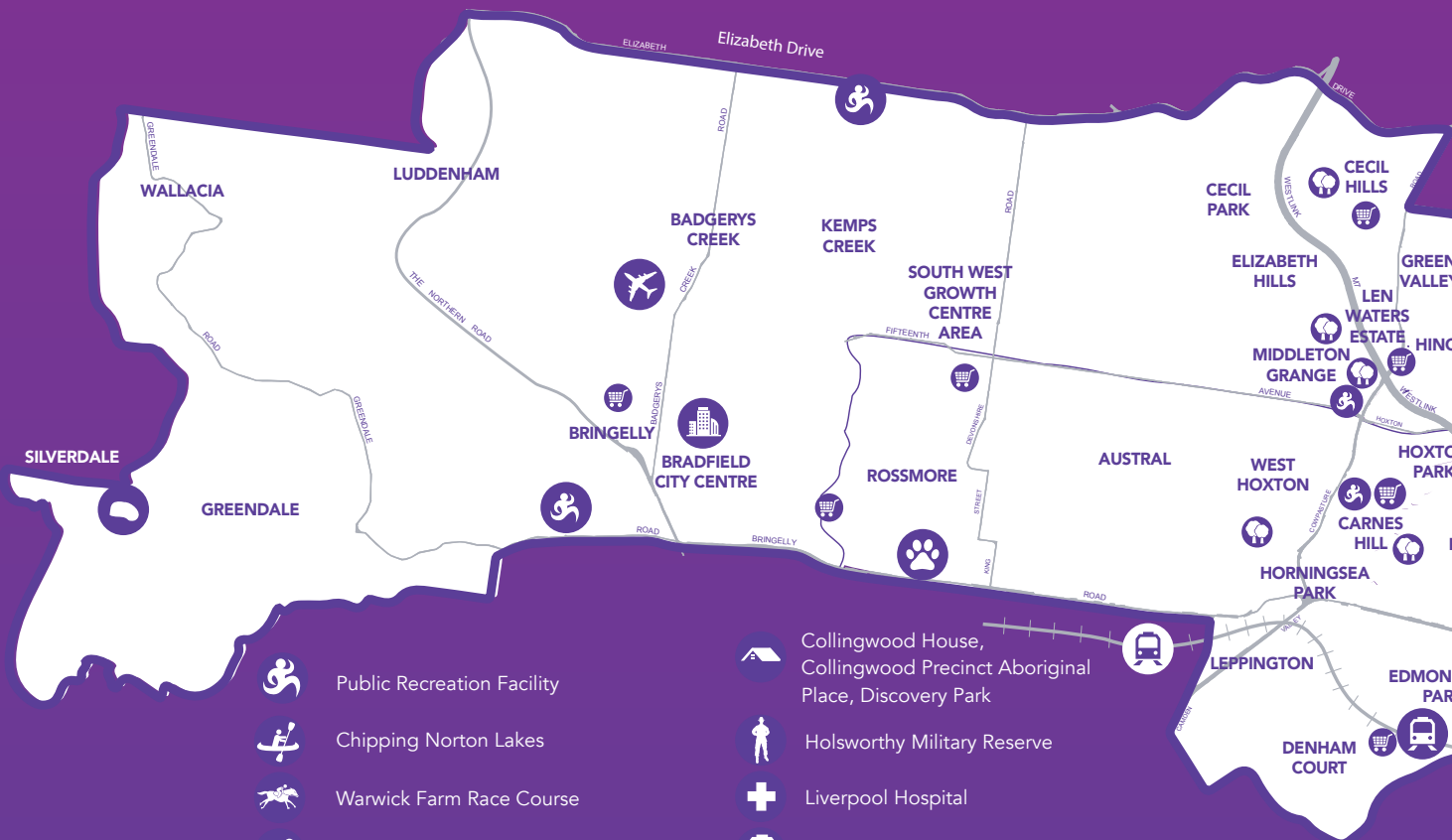
EVOLVING
PROSPEROUS
INNOVATIVE

























CIVIC LEADERSHIP

VISIONARY
LEADING
RESPONSIBLE

ABOUT LIVERPOOL CITY

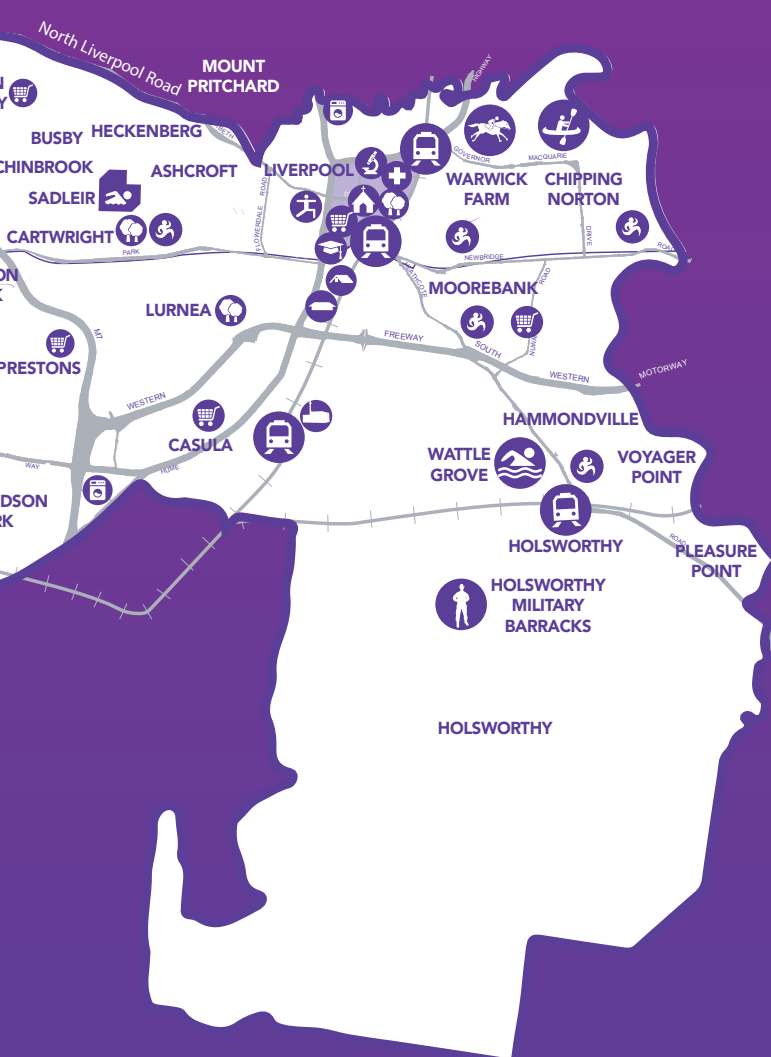


-  Public Recreation Facility
-  Chipping Norton Lakes
-  Warwick Farm Race Course
-  Holsworthy Aquatic Centre
-  Whitlam Leisure Centre
-  Michael Wenden Leisure Centre
-  Local Park
-  Retail Centre
-  Casula Powerhouse Arts Centre
-  Liverpool Regional Museum
-  Bents Basin
-  Collingwood House, Collingwood Precinct Aboriginal Place, Discovery Park
-  Holsworthy Military Reserve
-  Liverpool Hospital
-  Train Station
-  St Luke's Anglican Church
-  Western Sydney Airport
-  Liverpool Animal Shelter
-  Bulky Goods and Retail
-  Western Sydney University University of Wollongong
-  Bradfield City Centre
-  Ingham Institute

Liverpool is transforming. In the next twenty years there will be an evolution in the way the City works, how Liverpool presents locally and internationally, and the opportunities it offers.

Liverpool is a large LGA in the heart of South West Sydney comprising 42 city, suburban and rural suburbs over 306 square kilometres. The Darug (Dharug) and Dharawal (Tharawal) nations are the traditional custodians of the land which forms the City of Liverpool and is now home to more than 250,000 people from more than 140 different backgrounds - one of the most diverse areas in Sydney. Liverpool is experiencing substantial growth. Liverpool's population is forecast to grow to 352,811 by 2046.

As the capital of South West Sydney, Liverpool is home to the Western Sydney International (Nancy-Bird Walton) Airport, set to open in 2026. The airport and associated Aerotropolis are expected to generate significant employment and economic opportunities for Liverpool, including knowledge-intensive jobs.



LIVERPOOL CITY

POPULATION¹

257,175



2025



POPULATION FORECAST
352,811 BY 2046

HOW WE LIVE⁴



34%
OF HOUSEHOLDS
OWN TWO MOTOR
VEHICLES

22.5% EARNED A HIGH HOUSEHOLD INCOME



19.7% EARNED A LOW HOUSEHOLD INCOME



44.2%
OF COUPLES
HAVE CHILDREN

14.2%
ARE ONE PARENT
FAMILIES

17%
OF COUPLES
DON'T HAVE
CHILDREN

16.3%
ARE LONE PERSON
HOUSEHOLDS



70.4%
LIVE IN SEPARATE
(DETACHED) HOUSES



29%
LIVE IN MEDIUM
& HIGH DENSITY
HOUSING

DEMOGRAPHIC²

34 YEARS
LIVERPOOL

AVERAGE AGE

34 YEARS
SYDNEY

50%
UNDER
35

AGE SPLIT

16%
OVER
60

150
DIFFERENT
BACKGROUNDS

43%
BORN
OVERSEAS

54%
SPEAK A LANGUAGE OTHER
THAN ENGLISH AT HOME

13%
OF THE LIVERPOOL
POPULATION ARRIVED
IN AUSTRALIA WITHIN
5 YEARS PRIOR
TO 2021

LIVERPOOL AREA³

42
SUBURBS

306
SQ KM



33% OF LIVERPOOL
IS COVERED IN VEGETATION
INCLUDING MORE THAN
500 OPEN SPACE RESERVES

CLIMATE CHANGE STATEMENT
"CREATING CANOPIES
WITH NSW GOVERNMENT"



¹ Liverpool City Council Population Forecast, Forecast ID <<https://forecast.id.com.au/liverpool>>.

² Liverpool City Council Community Profile, Profile ID, <<https://profile.id.com.au/liverpool>>.

³ Local Strategic Planning Statement – Connected Liverpool 2040, Liverpool City Council <<https://www.liverpool.nsw.gov.au/development/liverpools-planning-controls/local-strategic-planning-statement-lsps-connected-liverpool-2040>>.

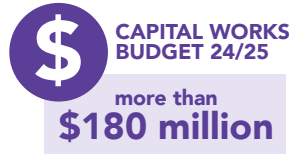
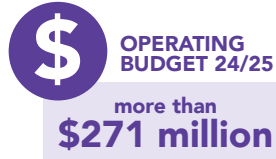
⁴ Liverpool City Council Community Profile, Profile ID <<https://profile.id.com.au/liverpool/how-do-we-live>>.

OUR COUNCIL



EMPLOYED IN VARIOUS AREAS INCLUDING Outdoor Staff and Customer Service Professionals, Library and Early Childhood Teachers

The number of Liverpool's tertiary students has increased by



APPROXIMATELY **\$540,000** IN FUNDING FOR MORE than 119 worthy local recipients

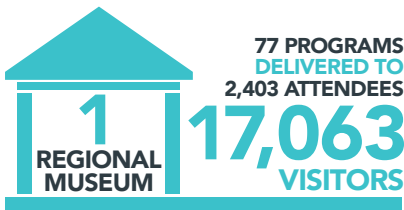
COMMUNITY FACILITIES⁵



Holsworthy Aquatic Centre
Michael Clarke Recreation Centre
Michael Wenden Aquatic Leisure Centre
Whitlam Leisure Centre



University of NSW
Western Sydney University
University of Wollongong
With the presence of Notre Dame and Sydney University

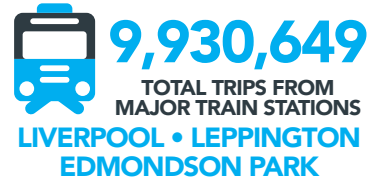


ECONOMY

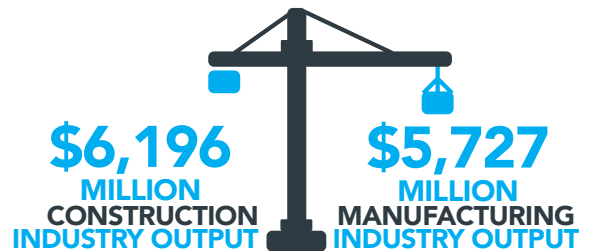
38.6%
LOCAL WORKERS ARE RESIDENTS

33%
OF SOUTH WEST SYDNEY'S BUSINESSES ARE IN LIVERPOOL

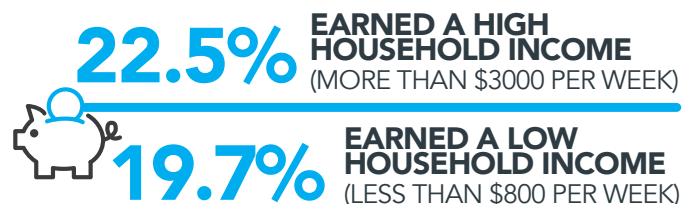
93.4%
POPULATION EMPLOYMENT



\$35,739
MILLION
TOTAL OUTPUT



LARGEST EMPLOYER
HEALTH CARE AND SOCIAL ASSISTANCE



⁵ Liverpool City Council Economic Profile, Economy ID <<https://economy.id.com.au/liverpool>>.

ELECTED COUNCIL

Liverpool City Council's elected body consists of a Mayor and 10 Councillors elected by residents to represent each of the two wards in Liverpool (North and South). As members of the elected body, Councillors have endorsed the Delivery

Program 2022-2026 and Operational Plan 2024-2025 on behalf of the community and will continue to work directly with the community to refine priorities and ensure that strategic goals are delivered in the coming term.



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

MAYOR



MAYOR
NED MANNOUN

8711 7463
Mayor@liverpool.nsw.gov.au

NORTH WARD



DEPUTY MAYOR
PETER HARLE

0412 736 956
CllrHarle@liverpool.nsw.gov.au



COUNCILLOR
RICHARD AMMOUN

0477 217 039
CllrAmmoun@liverpool.nsw.gov.au



COUNCILLOR
MATTHEW HARTE

0492 055 322
CllrHarte@liverpool.nsw.gov.au



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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CllrMacnaught@liverpool.nsw.gov.au



COUNCILLOR
ETHAN MONAGHAN

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CllrMonaghan@liverpool.nsw.gov.au



COUNCILLOR
PETER RISTEVSKI

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





PART 2 **COUNCIL ACHIEVEMENTS AND HIGHLIGHTS**



AWARDS AND RECOGNITION

Council prides itself on celebrating its achievements. Several initiatives were selected as winners or finalists for awards during 2024-25.

WINNER

Award	Category	Project
Western Sydney Tourism Awards (Tourism Taskforce Western Sydney)	Best Visitor Economy Event - Night Visitation	Platinum Winner for "Most Blessed Nights"
Western Sydney Tourism Awards (Tourism Taskforce Western Sydney)	Best Rated Cuisine - Hotels/Clubs/ Restaurants	Gold Winner for "Bellbird Dining and Bar, Casula Powerhouse Arts Centre"
Western Sydney Tourism Awards (Tourism Taskforce Western Sydney)	Events Campaign Award - Councils	Gold Winner for "Experience The World"
Western Sydney Tourism Awards (Tourism Taskforce Western Sydney)	Best Multicultural Show/Event	Gold Winner for "Motherland Africa"
NSW Excellence in Construction Awards (Master Builders Association of NSW)	Public Buildings: \$100 Million and Over	"Liverpool Civic Place"
Premier's Multicultural Community Medal (Premier's Department)	Business Excellence - Local Government Medal	"Experience the World Event Series"
Liverpool Young Champions Awards (Rainbow Crossing Inc)	Sports (Special Needs)	"Ali Naji"
Keep Australia Beautiful NSW Sustainable Cities Awards (Keep Australia Beautiful NSW)	Circular Economy Award	"The Croc Mattress Shredding and Recycling"
NSW Excellence in the Environment Awards (Local Government NSW)	Asbestos Management - Division C	"Alternative soil capping method for asbestos impacted land"

HIGHLY COMMENDED

Award	Category	Project
IMAGinE Awards (Museums and Galleries of NSW)	Exhibition Projects: Museums and Heritage – Small Organisations – 1-4 paid staff	“Exilio (Exiled) Chile to South-West Sydney” by Liverpool Regional Museum
RH Dougherty Events and Communications Awards (Local Government NSW)	Innovation in Special Events - Division C (population greater than 100,000 people)	“Motherland African Festival”
Keep Australia Beautiful NSW Sustainable Cities Awards (Keep Australia Beautiful NSW)	Heritage and Culture Award	“Liverpool Pioneers’ Memorial Park Remembrance Garden” This was a shared award with the Office of Australian War Graves

FINALIST

Award	Category	Project
IMAGinE Awards (Museums and Galleries of NSW)	Exhibition Projects: Galleries- Medium – 6 or more paid staff	“Summer Suite: Eddie Abd, Katy B Plummer & Leanne Tobin” by the Casula Powerhouse Arts Centre
ZEST Awards (Western Sydney Community Forum)	Outstanding Project – CALD Communities	“Preparation for Australian Citizenship project” at Liverpool City Library
ZEST Awards (Western Sydney Community Forum)	Outstanding First Nations Community Initiative	“The Deed of Agreement between Liverpool City Council and Gandangara Local Aboriginal Land Council”
NSW Local Government Excellence Awards (Local Government Professionals NSW)	Asset and Infrastructure - Over \$1.5 million – Population Over 150,000	“Liverpool Civic Place”
NSW Local Government Excellence Awards (Local Government Professionals NSW)	Partnerships and Collaboration	“Edmondson Park Preschool”
The Urban Developer Industry Excellence Awards (The Urban Developer)	Excellence in Community Engagement	“Liverpool Civic Place” Please note that this submission was lodged by Built Australia
Annual Public Library of the Year Award (International Federation of Library Associations)	Annual Public Library of the Year Award	“Yellamundie Civic Place Library and Art Gallery” This submission was lodged by architecture firm fjstudio

FINANCIAL SUMMARY

FINANCIAL SNAPSHOT



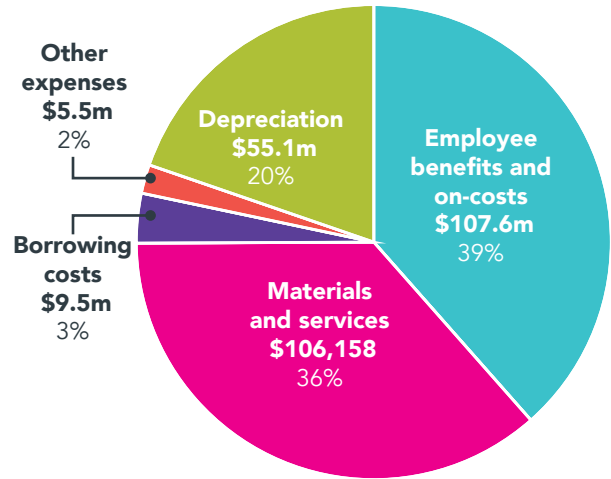
\$269.1M OPERATING INCOME ⁽¹⁾	\$279.5M OPERATING EXPENSES ⁽²⁾	\$10.4M OPERATING DEFICIT ⁽¹⁾
\$78.7M CAPITAL EXPENDITURE	\$24.6M LOAN (P&I) REPAYMENTS	\$213.7M DEBT OUTSTANDING
\$416.1M TOTAL CASH & INVEST. ⁽³⁾	\$379.7M EXTERNAL RESERVES	\$2.8M UNRESTRICTED RESERVES
\$4.4B TOTAL ASSETS	\$359.8M TOTAL LIABILITIES	\$4.1B NET ASSETS

⁽¹⁾ Excludes \$111.2m grants and contributions for capital purposes

⁽²⁾ Includes \$55.1m depreciation expenses

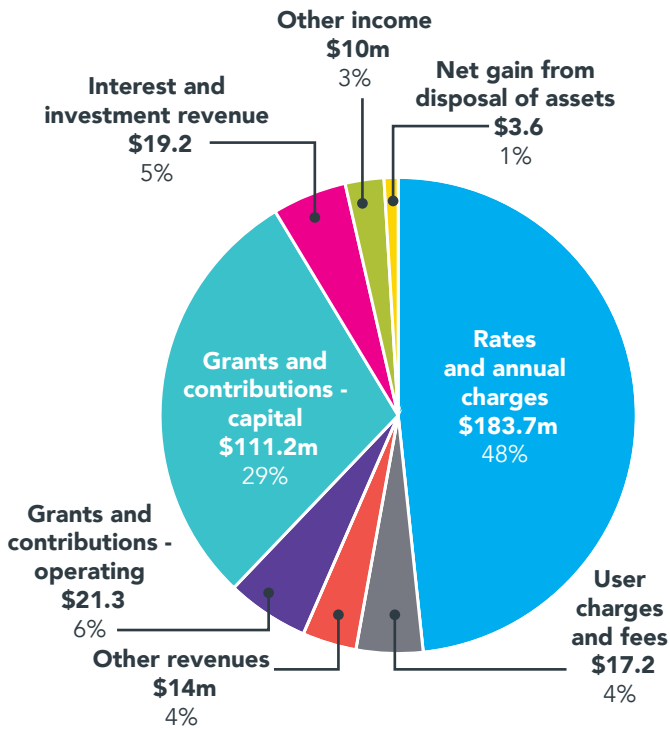
⁽³⁾ Excludes \$7.98m Council's share of equity in Civic Risk Mutual

EXPENDITURE SUMMARY



Expense Breakdown	Budget 2025	Actual 2025	Variance	
			\$	%
Employee benefits and on-costs	\$103.3m	\$107.6m	(\$4.2m)	3.9%
Materials and services	\$105.3m	\$101.8m	\$3.4m	-3.4%
Borrowing costs	\$10.1m	\$9.5m	\$0.6m	-6.5%
Other expenses	\$6.0m	\$5.5m	\$0.5m	-9.1%
Depreciation	\$54.0m	\$55.1m	(\$1.1m)	2.1%
	\$278.7m	\$279.5m	(\$0.8m)	0.3%

SOURCE OF REVENUE



Revenue Breakdown	Budget 2025	Actual 2025	Variance	
			\$	%
Rates and annual charges	\$181.6m	\$183.7m	\$2.1m	1.2%
User charges and fees	\$20.4m	\$17.2m	(\$3.1m)	(15.4%)
Other revenues	\$17.1m	\$14.0m	(\$3.2m)	(18.5%)
Grants and contributions - Operating	\$28.9m	\$21.3m	(\$7.6m)	(26.4%)
Grants and contributions - Capital	\$133.7m	\$111.2m	(\$22.5m)	(16.9%)
Interest and investment income	\$15.0m	\$19.2m	\$4.2m	28.4%
Other income	\$9.7m	\$10.0m	\$0.3m	2.9%
Net gain from disposal of assets	\$8.5m	\$3.6m	(\$4.9m)	(57.3%)
Total	\$414.9m	\$380.2m	(\$34.7m)	(8.4%)

HOW \$100 IS SPENT



HIGHLIGHTS SUMMARY

LIVERPOOL POWERHOUSE



85,194

31

PRODUCTIONS



130

PROGRAMS

16

EXHIBITIONS



NOTABLE EVENTS

- 2024 Archibald Prize Exhibition
- Under the Big Blue Sky Exhibition
- Taste of Spain in partnership with Sydney Festival
- Winter Blast Festival

CITIZENSHIP CEREMONIES

11

CEREMONIES



CITIZENS WELCOMED

2,500

LIBRARY NETWORK



1.4 million+

LIBRARY VISITATIONS
(IN PERSON & VIRTUAL)



2,255

PROGRAMS

41,014

ATTENDEES

977,278

TOTAL LOANS
(PHYSICAL AND DIGITAL)



TOTAL CONTRIBUTIONS

\$1.5M+



GRANTS DONATIONS
SUBSIDIES

INFRASTRUCTURE INVESTMENT

INVESTMENTS



\$20.7M

Including Public domain assets

WASTE MANAGEMENT



COMMUNITY
RECYCLING
CENTRE

46,203

VISITATIONS

18,285

TONNES OF GREEN (GARDEN)
WASTE COLLECTED

14,553

TONNES CO-MINGLED RECYCLING
DIVERTED FROM LANDFILL

16,318

MATTRESSES SHREDDED

PARK ENHANCEMENTS

- Pye Hill Reserve – playground and walking track
- McGirr Park – playground
- Affleck Gardens Park – playground
- Collimore Park – playground
- Jacquie Osmond Reserve – playground
- Cartwright Reserve – playground
- Bringelly Reserve – playground
- Pullbrook Park – playground
- Phillips Park – shade sail
- Homestead Park – picnic facilities

NEW SYNTHETIC PLAYING FIELDS

- Moorebank Soccer Club
- Moorebank Sports Club

LEISURE SERVICES

2.2million

VISITATIONS TO
SPORTS FACILITIES,
LEISURE AND
COMMUNITY CENTRES

COMMUNITY GREEN INITIATIVES



12,480 PLANTS PLANTED

More than 3,340 trees installed under the Urban Forest Strategy (Stage 1 and Stage 2) Projects

CUSTOMER SERVICE EXCELLENCE



174,408 PHONE CALLS



85,266 CUSTOMER REQUESTS

COMMUNITY EVENTS

EXPERIENCE THE WORLD SERIES OF EVENTS MORE THAN

702,000 PEOPLE

VISITORS TO 9

FAMILY FUN DAYS MORE THAN 14,400

ROAD MAINTENANCE AND DEVELOPMENT



REPAIRED AND RESURFACED 16,950 M² ROAD PAVEMENT



8,650m FOOTPATHS

KERB AND GUTTERING

525m



DEVELOPMENT APPLICATIONS



849 APPLICATIONS

VALUE

\$142M



LIVERPOOL ANIMAL SHELTER



327 VACCINATIONS



661 ANIMAL MICROCHIPS



327 DOGS REHOMED/RECLAIMED



469 CATS DESEXED



1,000 PET REGISTRATIONS

WEBSITE & SOCIAL MEDIA



MORE THAN

1.6m views ON COUNCIL'S WEBSITE



12,632,127 FACEBOOK VIEWS

14% DECREASE FROM PREVIOUS YEAR



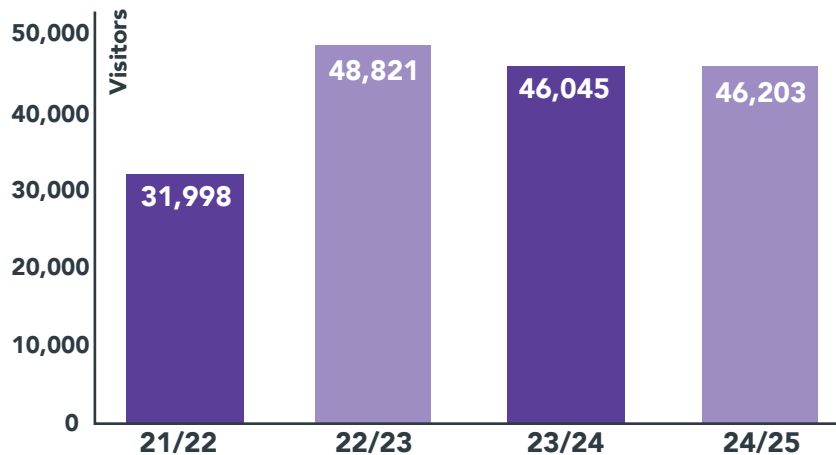
3,287,320 INSTAGRAM VIEWS

7% INCREASE FROM PREVIOUS YEAR

CITY CENTRE TRENDS

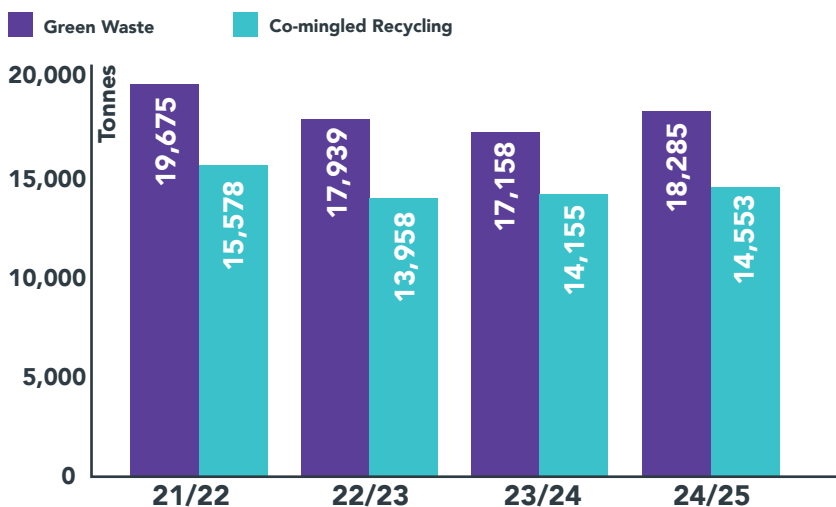
ENVIRONMENT

COMMUNITY RECYCLING CENTRE (CRC)



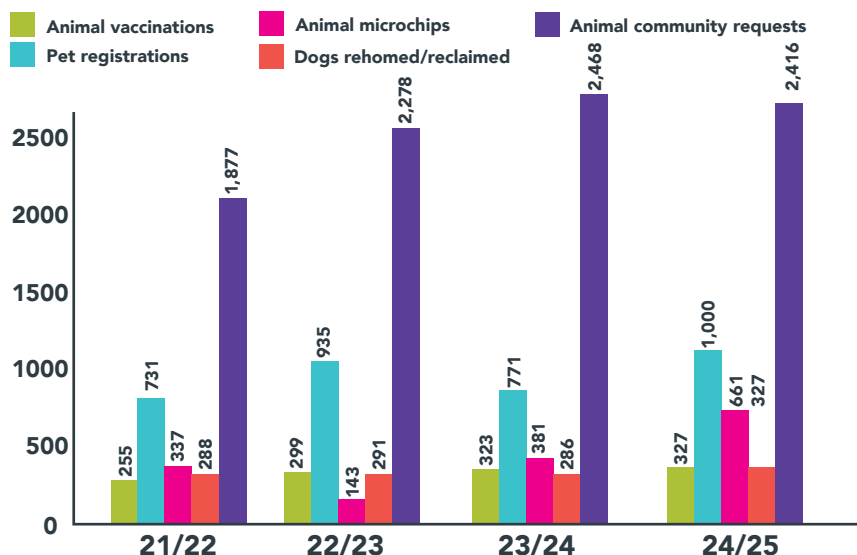
Visitor numbers at the Community Recycling Centre (CRC) increased by 52.6% between 2021-22 and 2022-23 and have since stabilised, with more than 45,000 visitors each year. The CRC provides significant value to the community by promoting sustainable waste management and reducing landfill impact.

GREEN WASTE VS CO-MINGLED RECYCLING



Green waste and co-mingled recycling performance remained strong, reflecting steady improvements in community recycling habits and the success of Council's Food Organics and Garden Organics (FOGO) education program. While green waste volumes moderated in 2022-23 and 2023-24 before rising again in 2024-25, the trend demonstrates more mindful waste separation and reduced contamination. Co-mingled recycling remained stable across all four years, highlighting consistent household commitment to sustainable waste practices.

ANIMAL MANAGEMENT

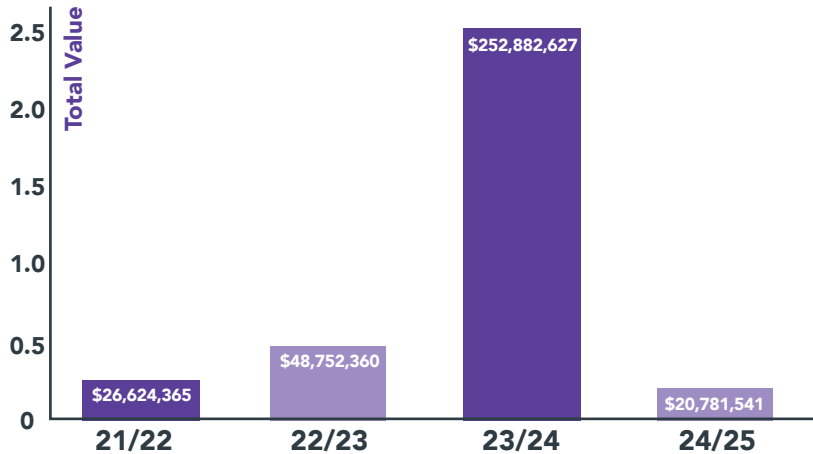


Activity at the Liverpool Animal Shelter has grown across all key areas over the four-year period. Vaccinations increased by 28.2%, reflecting consistent delivery of animal health services, while pet registrations rose by 36.8%, demonstrating stronger community engagement and compliance. Microchipping recorded the largest increase at 96.1%, highlighting a strong focus on responsible pet ownership. Dogs rehomed or reclaimed increased by 13.5%, reflecting steady rehoming outcomes, and community requests grew by 28.7%, underscoring continued demand for animal services.



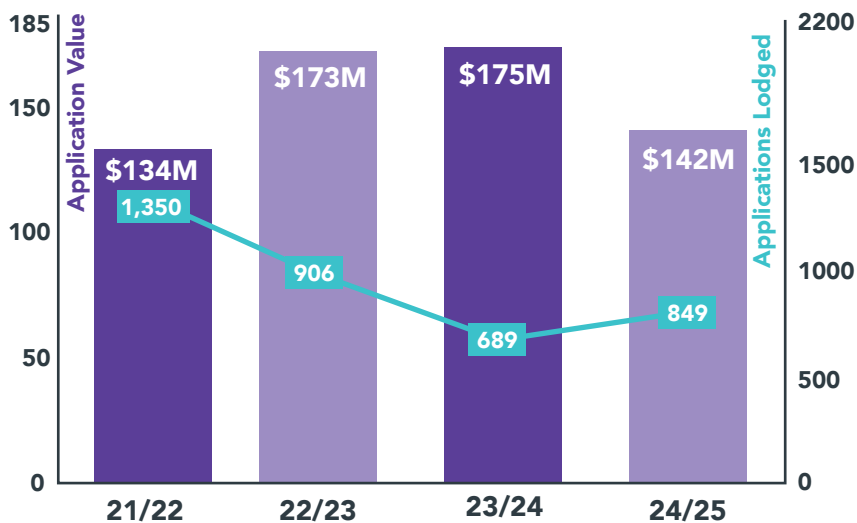
CAPITAL WORKS AND GROWTH

INFRASTRUCTURE INVESTMENT



Infrastructure investment rose from \$26.6 million in 2021-22 to \$48.8 million in 2022-23, peaking at \$252.9 million in 2023-24 with the delivery of major projects such as Liverpool Civic Place and Yellamundie Library. Investment then returned to typical levels in 2024-25 at \$20.8 million, following the completion of these significant capital works.

DA APPLICATIONS LODGED

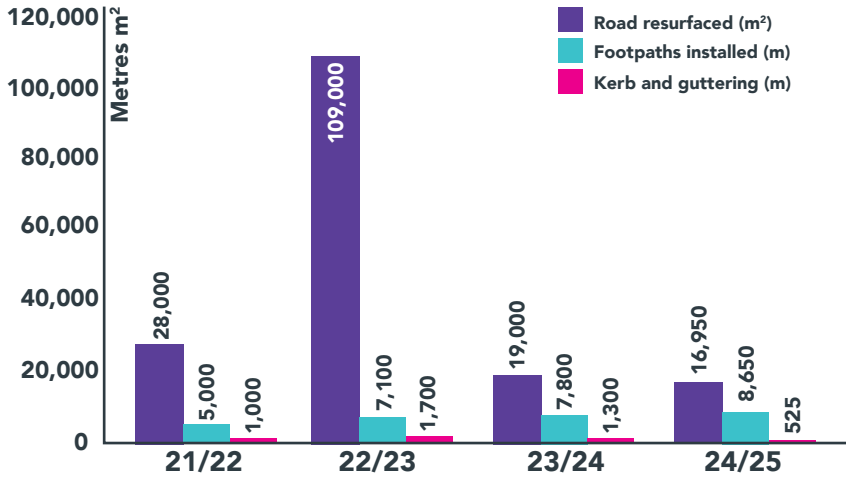


Liverpool continues to rank among the fastest-growing local government areas in Greater Sydney, consistently assessing more development applications than neighbouring councils. This strong and sustained activity reflects ongoing demand for new housing, business premises, and infrastructure, underscoring Liverpool's position as a thriving centre of growth, investment, and opportunity.

CITY CENTRE TRENDS

CAPITAL WORKS AND GROWTH CONTINUED

TRANSPORT & FOOTPATH WORKS

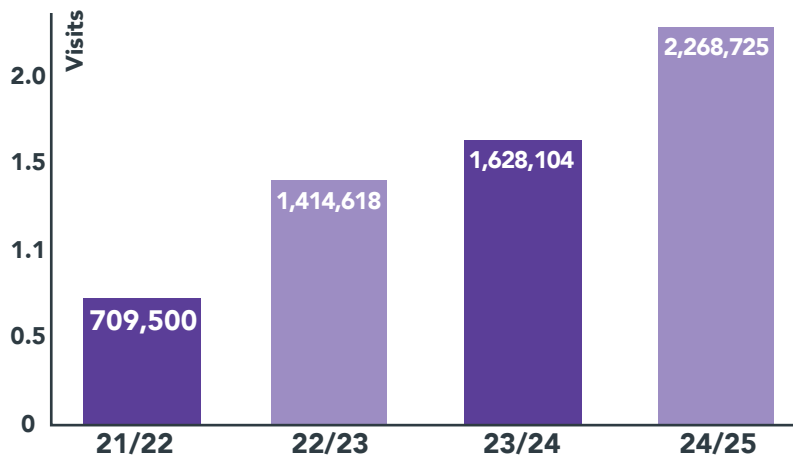


Road resurfacing peaked in 22/23 with a 289% increase, reflecting a major program of works, before declining by 82.6% in the following year and another 10% the year after.

Footpath installations are showing a steady 10% increase from 22/23 to 24/25.

COMMUNITY PROGRAMS AND SERVICES

SPORTS AND LEISURE VISITS

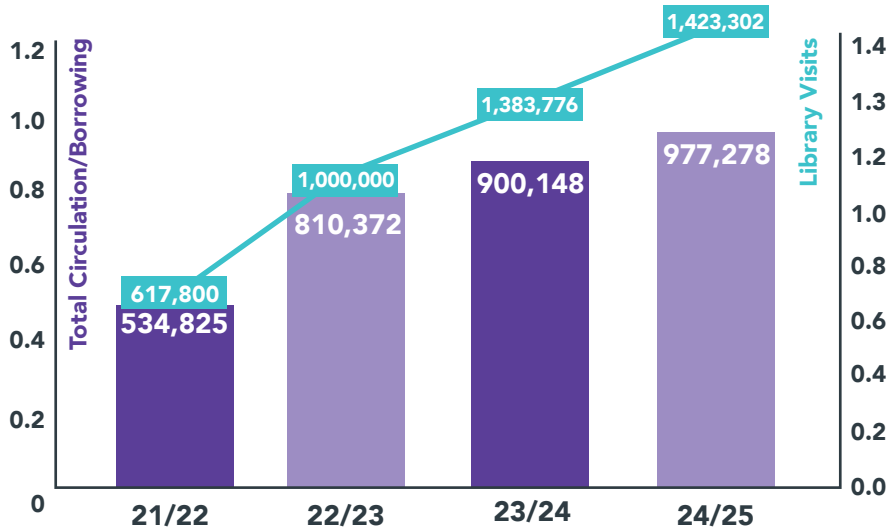


Following the easing of COVID-19 restrictions, community participation in Liverpool's sports, leisure, and community facilities increased. Visits rose from 709,500 in 2021-22 to 2,268,725 in 2024-25, a 219.5% increase. This growth highlights the community's renewed enthusiasm for active, healthy living and demonstrates Council's success in restoring and expanding access to high-quality recreational facilities that support wellbeing and social connection.

COMMUNITY PROGRAMS AND SERVICES

CONTINUED

LIBRARY USE: BORROWING VS VISITS

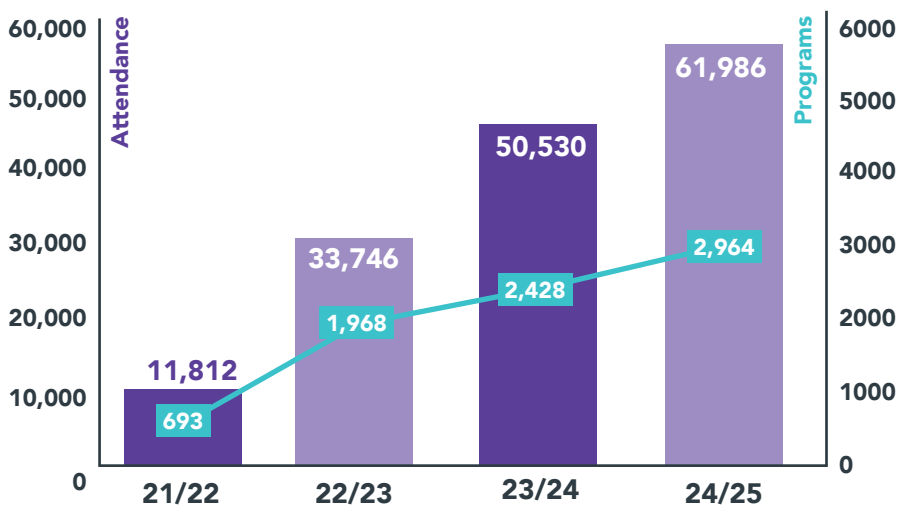


Library borrowing rates have continued to strengthen, with a steady increase in both physical and digital loans since 2021-22. This growth reflects the success of Council's investment in new collections, community programs, and digital services that make library resources more accessible and engaging for all residents.

Physical Loans - 2,887,556
 Digital Loans - 335,067
 Total Circulation - 3,222,623

Overall (21/22 - 24/25)
 Physical: +83.4%
 Digital: +78.1%
 Total: +82.7%

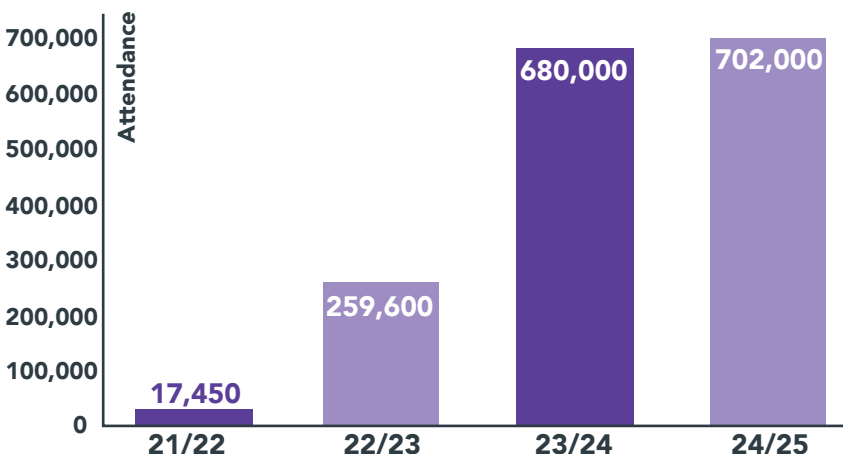
LIBRARY PROGRAMS



Council leads a citywide literacy push, spanning Baby Rhyme Time, weekly Storytime, English conversation and Auslan groups, and digital skills, improving literacy in all its forms.

This was welcomed by the community with sustained growth in participation in library programs and activities.

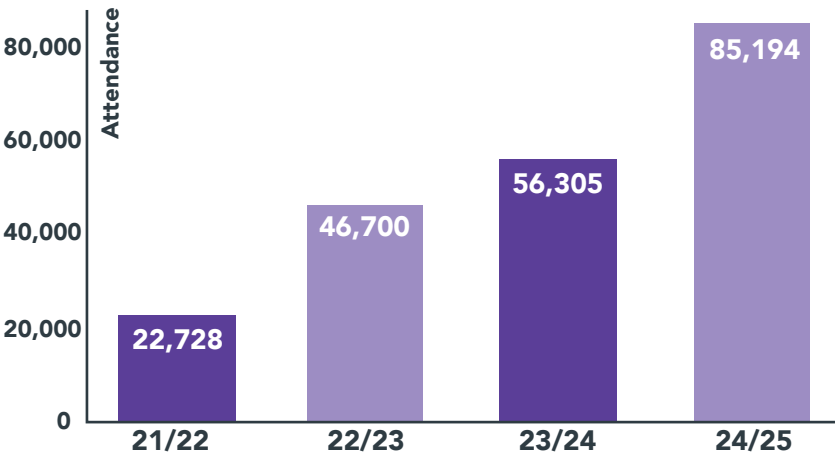
EXPERIENCE THE WORLD ATTENDANCE



Attendance at Experience the World events has grown dramatically over the past four years, showcasing their success as a signature event for Liverpool. From a COVID-19-affected, ticketed baseline in 2021-22, attendance increased by 1,386% in 2022-23 and continued to climb with a further 170.4% increase in 2024-25. This outstanding growth reflects the events' strong community appeal and their role in drawing visitors from across Sydney, boosting local pride and generating valuable economic activity for Liverpool's businesses.

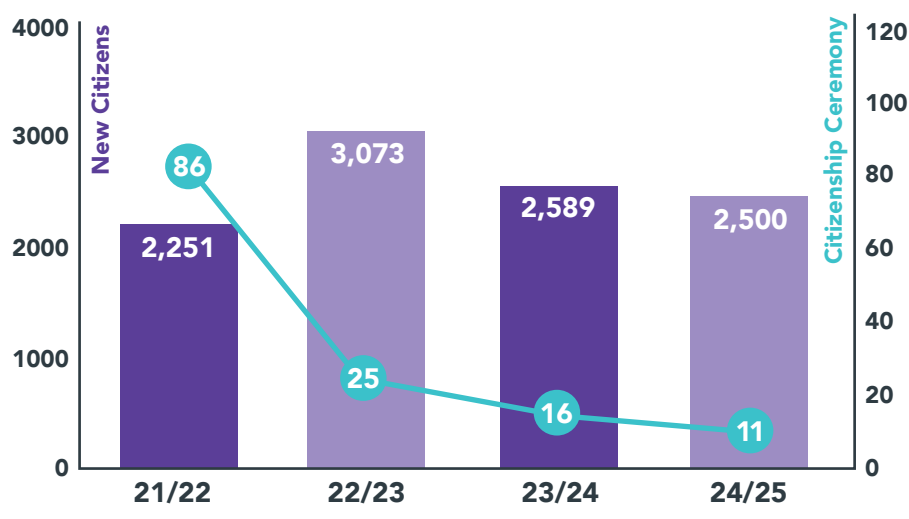
COMMUNITY PROGRAMS AND SERVICES CONTINUED

LIVERPOOL POWERHOUSE



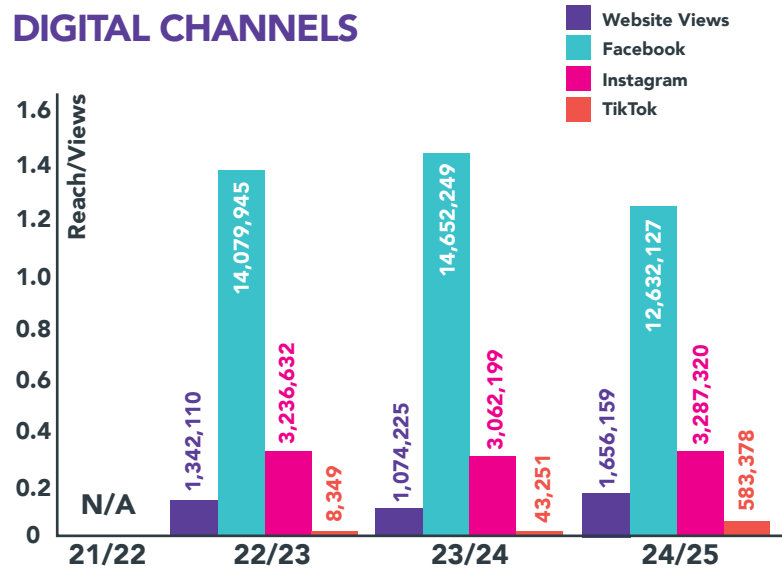
The Liverpool Powerhouse introduced new programming that resulted in visitor numbers more than tripling since 2021-22, including a 51% increase between 2023-24 and 2024-25. This growth reflects the success of initiatives such as interactive exhibitions, children’s film sessions, the Italian Film Screening, a range of festivals, and the popular degustation tasting menu at Bellbird Bar & Dining.

NEW CITIZENS WITH CITIZENSHIP CEREMONIES



Council transitioned from multiple small online citizenship ceremonies during COVID-19 to fewer, larger in-person events, resulting in a reduction from 86 ceremonies in 2021-22 to 11 in 2024-25. New citizen numbers initially rose following the return to in-person celebrations before stabilising slightly above 2021-22 levels.

DIGITAL CHANNELS

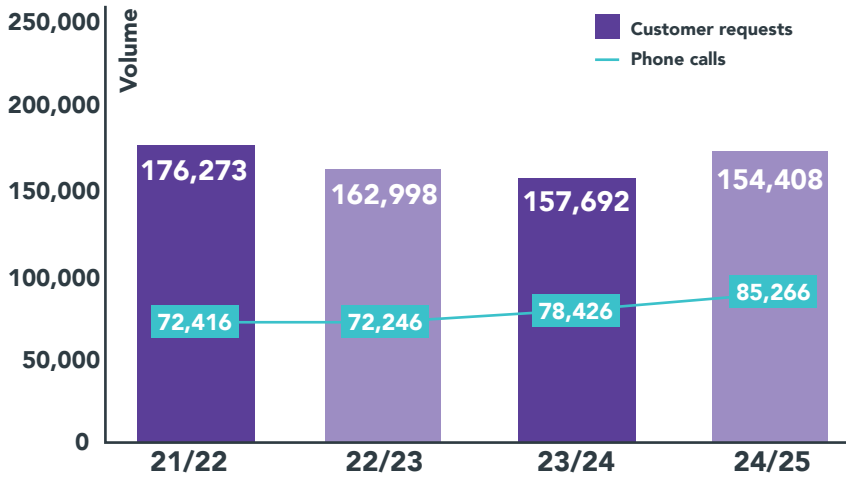


Council’s digital presence continues to expand, with website visits up 54.2% from the previous year, demonstrating strong community engagement with online services and information. While Facebook views dropped slightly (down 14.8%), other platforms showed growth, including a 7% increase on Instagram and a 1,248.8% surge on TikTok, reflecting the platforms rapid uptake since its launch. The shift highlights Council’s success in diversifying its communication channels and reaching new audiences through engaging digital content.

COMMUNITY PROGRAMS AND SERVICES

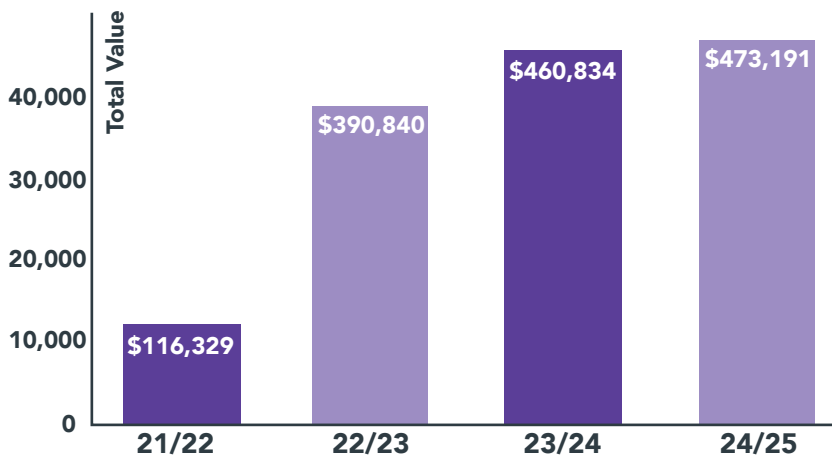
CONTINUED

PHONE CALLS WITH CUSTOMER REQUESTS



The introduction of Council's online request form has transformed how residents engage with services, making it easier and more convenient to connect with Council. Since 2021-22, customer requests have grown by 17.8%, driven by a strong shift toward digital service channels. This steady increase highlights the community's confidence in using online tools and Council's ongoing commitment to improving accessibility and service delivery through digital innovation.

GRANT DONATION SUBSIDIES



Council's support for small community groups has grown significantly, with total grant, donation and subsidy contributions increasing from \$116,329 in 2021-22 to \$473,191 in 2024-25. The lower 2021-22 figure reflects fewer groups qualifying for assistance during the COVID-19 period. A substantial 236% increase between 2021-22 and 2022-23, followed by steady growth of 17.9% and 2.7% in subsequent years, demonstrates Council's ongoing commitment to empowering local organisations and strengthening community initiatives.

ACHIEVEMENTS BY SERVICE AREA

STRATEGIC OBJECTIVE 1

HEALTHY, INCLUSIVE, ENGAGING



Our community envisions a vibrant, inclusive city in Liverpool that is deeply woven into their daily lives. This strategic goal centres around nurturing social bonds to cultivate a strong sense of belonging and the capacity to build harmonious communities.

There are nine service areas within Strategic Objective 1, Libraries and Museum, Events, Recreation and Community Facilities, Community Development and Planning, Children's Services, Arts and Culture, City Planning and Urban Design, Animal Management and City Infrastructure Delivery and Construction. These service areas aim to meet Council's strategic objectives by;

- Improving liveability and quality of life for the community by delivering vibrant parks, places and facilities;
- Promoting a harmonious community that celebrates its diversity;
- Embracing the city's heritage and history;
- Supporting an inclusive community by fostering access and equity for all;
- Delivering great and exciting events and programs for our people and visitors;
- Supporting active and healthy lifestyles by improving footpaths, cycleways and walkways and other infrastructure that promotes and supports active transport; and
- Communicating, listening, engaging and responding to the community by encouraging community participation.

HIGHLIGHTS

- Council delivered one of the largest capital works programs in New South Wales, allocating \$87 million to projects that will shape the city's future. This investment is addressing the needs of a growing population while realising Liverpool's vision as the capital of Southwest Sydney.

The program spans upgrades to roads, parks, stormwater infrastructure, transport links, community facilities and town centres. These works are enhancing daily life, improving connectivity and supporting Liverpool's economic growth through disciplined project management, community consultation and long-term planning.
- Council delivered several projects aimed at revitalising the Liverpool city centre. The program, supported by more than \$150 million in Western Sydney Infrastructure Grants includes upgrades to Macquarie, Scott and Railway Streets in the Liverpool city centre which are aimed at creating a more vibrant, walkable environment through widened footpaths, cycleways, civic plazas, landscaping, public art and new urban furniture.
- The official opening of Civic Place in April 2024 marked a major milestone. Delivered in partnership with the private sector, the \$600 million precinct includes a 24-storey administrative tower, the Yellamundie Library and Community Hub, an art gallery and Council Chambers and a central civic plaza for public gatherings.
- Council introduced a Delivery Management Framework to effectively manage its diverse portfolio, the first of its kind in local government. The Framework governs the overall management and delivery of all major projects within Council and has improved budget certainty, enhanced risk management and accelerated delivery timelines, ensuring transparency and accountability in capital investment.

- 
- Council continued to make culture central to community life, achieving international recognition for innovation and excellence. The new Yellamundie Library and Art Gallery, opened within Civic Place, quickly became a community landmark. Its inclusive design, flexible spaces and Dharug-inspired architecture have hosted thousands of residents in programs ranging from storytime and robotics to study sessions and exhibitions.
 - In 2024, Yellamundie was shortlisted as a global finalist in the IFLA Public Library of the Year Awards, the only Australian entry and runner-up overall. Judges praised it as a “library of the future,” celebrating its open, flowing design and commitment to inclusivity.
 - The Liverpool Regional Museum expanded its reach, delivering more than 1,100 programs to nearly 20,000 attendees. Signature exhibitions included Place of Pace, honouring Liverpool Speedway, and EXILIO, which documented Chilean migration to Southwest Sydney and earned national recognition at the Latin Awards Australia in 2025.
 - In 2025, the Casula Powerhouse Arts Centre rebranded as the Liverpool Powerhouse – Home of the Arts and Creative Industries, reflecting its expanded role as a regional hub. Visitation increased by 51% to more than 85,000. Major highlights included hosting the Archibald Prize touring exhibition, community-led Giving Voice, and new initiatives such as the Powerhouse Artisans and Growers Markets and the Blast Festival. On site, Bellbird Dining and Bar won Gold at the NSW Tourism Awards for Best Cuisine.
 - Council’s leadership in cultural investment was recognised with the NSW Premier’s Award for Business Excellence in Local Government in 2024.
 - The Experience the World multicultural festival series expanded to nine unique events, drawing 702,000 visits and generating an estimated \$25 million for the local economy. Signature festivals including Most Blessed Nights and Motherland Africa won four Western Sydney Tourism Awards, including Platinum for Best Event.
 - Council hosted its annual Seniors Concert in November at Liverpool Catholic Club, welcoming more than 600 seniors across two days. The event combined entertainment with an exhibition of local service providers, creating an engaging and memorable experience.
 - The restoration of Liverpool Pioneers Memorial Park received a Highly Commended award at the 2024 Keep Australia Beautiful Sustainable Cities Awards, while public art and heritage interpretation were integrated into capital works projects such as Macquarie Street and Light Horse Park.
 - Council’s major leisure centres including Whitlam Leisure Centre and Michael Clarke Recreation Centre welcomed more than 1 million visits. The centres were accessed by a broad range of the community including young people, seniors, people with disability and people from culturally diverse backgrounds.
 - Council delivered inclusive programming at its centres, including women-only swim nights and seniors’ fitness classes to aquatic programs for people with disability. Partnerships with Collective Leisure and the South Western Sydney Local Health District supported tailored health and wellbeing initiatives.
 - Liverpool was awarded a NSW Heart Foundation Active Communities Grant, funding outdoor gym equipment in Greenway Park and free exercise programs for residents living with chronic conditions.
 - Council funded more than 100 community-led initiatives through the Community Grants Program. Initiatives included digital literacy and cultural workshops to youth STEM programs.
 - Liverpool’s leadership was recognised with the Local Government Diversity Award and the Business Excellence Medal.
 - NAIDOC week activities were held between 6-13 July. A range of activities were held in honour of this year’s theme ‘The Next Generation: Strength, Vision and Legacy’, including art exhibitions, flag-raising ceremonies and bush tucker workshops.
 - Liverpool was formally recognised as a NSW Age-Friendly Community in 2025, following initiatives including Libraries on Wheels, seniors’ exercise facilities and the Age-Friendly Champions Program.
 - All 13 Council-operated early education and care centres achieved Exceeding ratings under the National Quality Standard in 2024, compared to a state average of 10%. Partnerships with Macquarie University and NSW Health brought evidence-based practice and developmental checks into early learning settings.
 - Council introduced supported playgroups for vulnerable families, strengthened transition-to-school programs and pioneered intergenerational activities connecting preschoolers with aged care residents.

- Youth engagement was advanced through the 2168 Children’s Parliament, where primary school students presented ideas directly to Council, and the annual School Leadership Forum, which gave students across Liverpool a platform to raise issues including housing and employment with the Mayor.
- In addition, inclusive community events including the Refugee Week Picnic and Diwali celebrations strengthened belonging and cultural pride.
- Liverpool City Council’s Disability Inclusion Action Plan (DIAP) 2024-2028 is a comprehensive approach to improving access and inclusion for people with disability, their families, and carers across the city. The plan encompasses a wide range of initiatives that the Council is dedicated to delivering. This includes:
 - Bimonthly South-West Sydney Ageing Forums and an annual South-West Sydney Disability Forum to provide support for people with disability, their carers, and families.
 - Collaborating with Macarthur Disability Services to organise the Liverpool Volunteer Expo, offering volunteering opportunities to people with disability and the ageing communities.
 - Continuing the implementation of the Positive Ageing Plan 2023-2027, including the delivery of a senior’s health and wellbeing program at Lurnea Community Hub and Wattle Grove Community Centre in partnership with Collective Leisure.
 - These initiatives reflect Council’s ongoing commitment to fostering positive attitudes and ensuring that all members of the community can participate and thrive.



Powerhouse Artisans and Growers Market, Casula



Liverpool Powerhouse – Home of the Arts and Creative Industries



Most Blessed Nights, Macquarie Mall



Lanterns and Lights, Macquarie Mall



L-R Cllr Fiona Macnaught, Natasha Checinski (LCC Events), Tina Bono – (LCC Director), Federico Rekowski (Head Chef, Bellbird Restaurant), Clara McGuirk (LCC Events), Deputy Mayor Peter Harle, Madison Young (LCC Civic), Cllr Matthew Harte.



Yellamundie Library and Gallery – IFLA Finalist



The Remembrance Garden – Liverpool Memorial Park



Exilo - Highly Commended recognition in the 2024 Museums and Galleries NSW IMAGinE Awards and later won Best Latin Exhibition at the national Latin Awards Australia in 2025.



Community Engagement - School Leadership Forum



Students at the 14th sitting of the 2168 Children's Parliament

STRATEGIC OBJECTIVE 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. The need for a resilient city to meet the challenges brought on by the uncertainties of climate change and natural disasters was also a community priority.

There are seven service areas within Strategic Objective 2, City Waste and Recycling, City Maintenance, Strategic Town Planning, Regulatory Compliance, Development Assessment, Environmental Planning and Management and Infrastructure and Floodplain Planning and Management. These service areas aim to meet Council's strategies by;

- Delivering a beautiful, clean and inviting city for the community to enjoy;
- Managing stormwater and drainage infrastructure to mitigate risk to the environment and the community;
- Delivering and advocating for a sustainable, cool and green city;
- Promoting and advocating for an integrated transport network with improved transport options and connectivity;
- Protecting and enhancing our natural environment and increasing the city's resilience to the effects of natural hazards, shocks and stresses;
- Managing waste effectively and maximising recycling; and
- Delivering effective and efficient planning and high-quality design to provide the best outcomes for a growing city.

HIGHLIGHTS

- Council progressed the George Street and Moore Street Cycleway and Streetscape Project, which will enhance the public domain and create a safe, convenient route for cyclists and pedestrians.
- Council is also delivering new detention basins in Austral and Edmondson Park, with Basin 29 scheduled for construction in 2027. These basins will support stormwater management and community recreation. The Rossmore Detention Basin, funded through the NSW Floodplain Management Program, will further strengthen flood resilience across the LGA.
- Council continued to expand and enhance the city's green infrastructure. The \$43 million Brickmakers Creek Naturalisation Project, funded by the Western Sydney Infrastructure Grants program, will restore a key drainage corridor into an ecological and recreational green spine with wetlands, riparian planting, walking trails and a community facility.
- The Light Horse Park Redevelopment reached a major milestone in early 2025 with completion of Stage One, including Greater Sydney's first accessible kayak launch. This facility provides safe all-abilities access to the Georges River, with future stages to deliver a new playground, community hub and additional landscaping. The accessible kayak launch was recognised by NSW Maritime as a model facility.
- Master plans were finalised for Craik Park (Austral), Ireland Park (Liverpool) and Sinozich Reserve (Edmondson Park), which will deliver inclusive playgrounds, sports fields, pavilions, walking paths and improved parking.

- Council delivered substantial maintenance works across the city, including:
 - o 9,500m² of road pavement resurfaced;
 - o 3,900m² of footpaths reconstructed; and
 - o 14 kilometres of unsealed road shoulders regraded.
- Sport and recreation participation in Liverpool increased significantly during the period with all 217 sports fields and ovals fully booked and more than 1 million visits to Council's leisure centres.
- Council endorsed the Carnes Hill Aquatic and Recreation Centre Master Plan, supported by \$53 million in State Government funding, which will deliver a 25-metre indoor pool, splash park, fitness centre and multipurpose community spaces.
- Council advanced Plans of Management and design concepts for sites including Woodward Park, W.V. Scott Memorial Park, Leppington District Park, Hammondville Oval and Grand Flaneur Beach.
- Playground upgrades continued through the Playground Replacement Program, including Jacque Osmond Reserve in Warwick Farm and a planned inclusive playground at Pye Hill Reserve.
- The Sports Amenity Building Upgrade Program delivered modern, female-friendly facilities, supporting growth in women's sport.
- "The Croc" Mattress Recycling Project processed 37,851 mattresses in its first year, recycling up to 96% of each unit and diverting 1,135 tonnes of waste from landfill. The project won the 2024 Keep Australia Beautiful Sustainable Cities Circular Economy Award and is now servicing thirteen organisations including several local councils and nine private clients.
- Council launched the Food Organics and Garden Organics (FOGO) Collection Service launched in July 2025 which allows residents to sustainably recycle food scraps and garden waste into compost. The launch was supported by a multilingual community education campaign.
- Council adopted its Electric Vehicle Policy in November 2024, one of the first in NSW. This Policy supports the rollout of public charging infrastructure, transition of Council's fleet and installation of rooftop solar across facilities.
- The Tree Management Framework was adopted by Council in December 2024. The framework guides canopy protection and expansion, including planting of 25,000 native seedlings under the Greening Our City program.
- Land remediation projects continued including conversion of the former Austral Brickpit into safe public space and remediation works at Angle Park, Chipping Norton.
- Council is currently hosting the Georges Riverkeeper program which plays a vital role in protecting and enhancing the health of the Georges River and its surrounding catchment. The program takes a coordinated regional approach to managing the river's complex environmental challenges. It delivers a range of initiatives such as bush regeneration, litter and pollution removal, riverbank stabilisation, erosion control, and the rehabilitation of wetlands and estuarine environments.
- Council continued to deliver its Mosquito Control Program combining hotspot mapping, targeted treatments and community awareness campaigns to manage seasonal outbreaks.
- Council strengthened its emergency preparedness and resilience through:
 - o Establishment of a new Emergency Operations Centre at the Civic Centre, successfully tested through a multi-agency simulation in 2024.
 - o Deployment of trained crews on a 24/7 roster to respond to severe weather events.
 - o Completion of updated Liverpool Overland Flow Flood Maps in 2024, incorporating climate projections.
 - o Securing \$2 million funding for the Wylde Road Detention Basin in Rossmore.
 - o Delivery of the Flood Safe February campaign, reaching thousands of residents with practical safety advice.
 - o Comprehensive update of the Local Emergency Management Plan in 2025, including new evacuation centres and contingency measures for complex events.
 - o Active participation in the Resilient Sydney initiative, with Liverpool recognised as a model council for embedding resilience into daily operations.

- Liverpool continues to play a leading role in managing growth and development, determining 735 development applications worth more than \$2 billion in 2024–25. Through the DA Services Improvement Program, average processing times were reduced by over 100 days, and outstanding applications dropped from 900 to fewer than 250.
- Key reforms included:
 - Establishment of a Planning Advisory Gateway Team and FastTrack program.
 - Rollout of the iPlan digital platform integrated with the NSW Planning Portal.
 - Progress of the Liverpool LEP Phase 2 Review, receiving Gateway Determination in April 2025.
 - Delivery of the Liverpool Contributions Plan 2024 – Aerotropolis, one of the first frameworks in NSW to fund essential infrastructure in the airport growth area.
- Review of Section 7.11 plans and updated policies on Voluntary Planning Agreements to improve transparency and community benefit.



Affleck Gardens Park, Middleton Grange



Angle Park - Upgrade, Federal MP David Moncrieff, Councillor Dr Betty Green, then Deputy Mayor Peter Harle and Federal MP Dai Le.



Road reconstruction – Gurner Avenue, Austral



L-R Dylan Littlehales, Paralympian (para-canoeist, silver medal winner, Paris 2024) Professor Brika Nasoraia, Mandaean Community Leader Dr Melissa Williams, CEO Gandangara Local Aboriginal Land Council, Charishma Kaliyanda, Member for Liverpool, Councillor Richard Ammoun Parliamentary Secretary Liesl Tesch Mayor of Liverpool, Councillor Ned Mannoun Rishama Salah Choheili, Uncle Craig Cini, First Nations Elder Tina Ayyad, Member for Holsworthy



Pye Hill Reserve Cecil Hills



Opening of Apex Park - then Deputy Mayor – Peter Harle, The Hon. Charishma Kaliyanda MP, Cllr Dr Betty Green, Tina Bono, (LCC Director) and members from Liverpool Elders Coffee Club.

STRATEGIC OBJECTIVE 3

EVOLVING, PROSPEROUS, INNOVATIVE



Our community aspires to foster a vibrant, thriving, and resilient local economy that provides accessible employment and educational prospects for everyone. It is imperative that all stakeholders collaborate to bolster the economy, enhance and sustain Liverpool's transportation networks and infrastructure, in order to attract a wide range of business prospects and elevate Liverpool's global profile. Our ultimate goal is to cultivate a locale that boasts exceptional liveability and access to essential services.

There are two service areas within Strategic Objective 3, Economic and Commercial Development and Traffic and Transport Planning. These service areas aim to address Council's strategies by;

- Continuing to invest in improving and maintaining Liverpool's road networks and infrastructure;
- Promoting and delivering an innovative, thriving and internationally recognised city;
- Marketing Liverpool as a business destination attracting investment;
- Implementing planning controls and best practice urban design to create high-quality, inclusive urban environments;
- Facilitating quality local employment, training and education opportunities;
- Developing the economic capacity of local businesses and industries; and
- Maintaining strong relationships with agencies, stakeholders and businesses to achieve beneficial outcomes for the City.

HIGHLIGHTS

- Council delivered several significant road and transport projects across the city. 16.4 million was spent on road upgrades during the year including \$1.25 million to construct approximately 3.9 kilometres of new paved pathways across 25 locations, and 2.7km of asphalt footpaths within the LGA.
- Council completed road pavement renewal and rehabilitation works covering 16 streets with a combined length of 5.5 kilometres (including three kilometres of rural roads) at the total cost of \$3.9 million during the year.
- The Kurrajong Road Staged Improvement Strategy, adopted in 2024, will widen intersections and deliver new traffic signals along the Prestons corridor, supported by \$4.05 million in federal funding.
- Design works progressed for upgrades to Governor Macquarie Drive and Bernera Road, both vital freight and commuter routes.
- Detailed design and land acquisition continued for the Edmondson Avenue widening project, a priority road in the south-west growth precinct.
- Council facilitated more than 2,000 new local jobs through business attraction, infrastructure investment and strategic partnerships.
- Business forums provided support for local entrepreneurs, while Council assisted businesses in accessing State and Federal grants.
- A landmark achievement included the transformation of Liverpool into a University City. In December 2024, the new Civic Place tower opened as the home of the University of Wollongong South West Sydney Campus, adding vibrancy to the CBD and supporting local businesses.

- The University of Notre Dame also established a new presence in Liverpool, joining Western Sydney University, UNSW, and UOW to create a unique higher education cluster within walking distance.
- Council continued its collaboration with universities through Memorandum of Understanding with UNSW and the University of Notre Dame Australia, delivering joint research, internship programs and education-to-employment pathways tailored to emerging industries.
- Council formalised its partnership with the Western Parkland City Authority to guide the development of Bradfield City Centre, Australia's first 22nd-century city. This collaboration ensures integrated planning, infrastructure delivery and shared governance, positioning Liverpool at the heart of the Western Parkland City.
- The partnership also supports job creation, advanced manufacturing and innovation, with initiatives including the Advanced Manufacturing Research Facility set to anchor high-tech industry and economic resilience in the region.
- Liverpool's achievements in tourism were recognised at the 2024 Western Sydney Tourism Awards. Council secured multiple honours including the prestigious Platinum Award. Highlights included:
 - "Little India, Big Stories" campaign – celebrating South Asian heritage and supporting local small businesses.
 - Bellbird Dining at Liverpool Powerhouse – commended for enhancing Liverpool's gastronomic reputation.
- To leverage the opportunities presented by the Western Sydney International Airport, Council launched a Destination Management Plan. This strategy positions Liverpool as a convenient stopover for international and domestic visitors, showcasing the city's historic sites, cultural events and food scene.
- The Vibrant Streets program activated public spaces with events, performances, food markets and al fresco dining. This initiative increased foot traffic, boosted small business turnover and attracted new retailers, supporting the broader revitalisation of Liverpool's CBD.
- Fifteenth Avenue Advocacy Campaign: Council's advocacy campaign for the upgrade of Fifteenth Avenue remained a defining priority, which led to the NSW and Federal governments commit \$1 billion to an upgrade in early 2025. Council has since worked closely with Transport for

NSW to include interim safety improvements, while continuing to advocate for multiple public transport options through 'reels' on social media. The advocacy program has become a model for evidence-based, community-led engagement.

- Council continued to strongly advocate for the Bankstown–Liverpool Metro Extension, positioning it as a critical east–west connector that unlocks access to jobs, education, and opportunity across Southwest Sydney. Through direct ministerial engagement, media advocacy, and a dedicated four-page advocacy booklet, Council has made the case that the extension is essential to building a fairer and more connected metropolitan transport network

STRATEGIC PARTNERSHIPS AND REGIONAL COLLABORATION

Liverpool's active engagement with a range of different stakeholders and collective advocacy organisations has underpinned its influence in regional advocacy, planning, and investment. Below is a detailed breakdown of Liverpool's role, achievements, and deliverables with each organisation over the past year.

1. WSROC (Western Sydney Regional Organisation of Councils)

ROLE AND STRATEGIC FOCUS

- As a member of the WSROC network, Liverpool helps amplify a collective voice on Western Sydney matters, especially infrastructure, environmental strategy, and regional service delivery.

KEY DELIVERABLES / CONTRIBUTIONS IN THE YEAR

- Joint policy submissions / advocacy: Council contributed to WSROC's 2025 Federal Election Issues Brief, advocating for a fairer funding model and recognition of growth-area pressures.
- Regional project participation: Liverpool engaged in WSROC-led programs such as the Western Sydney Regional Waste Strategy and the Western Sydney Energy Program, leveraging economies of scale in waste, energy, and environmental planning.
- Heat resilience and climate adaptation: Through WSROC's participation in the Greater Sydney Heat Smart City Plan, Council has aligned its local heat resilience priorities with regional approaches.

- CPCP / compliance support: Under WSROC's Cumberland Plain Conservation Plan (CPCP) compliance support initiative, Liverpool has received technical assistance, advisory support, and collaborative resources for biodiversity and vegetation compliance across the Cumberland Plain.

2. Western Sydney Leadership Dialogue

ROLE AND STRATEGIC FOCUS

- The Dialogue is a policy-influencing think tank and convener in Greater Western Sydney, bringing together government, business, academia, and community to shape regional agendas.

KEY DELIVERABLES / CONTRIBUTIONS IN THE YEAR

- Airport City Summit co-hosting / leadership: Liverpool co-hosted the Summit with the Dialogue, bringing Ministers, planners, business leaders and regional stakeholders together around the Aerotropolis opportunities.
- Policy input and research collaboration: Liverpool contributed to and leveraged the Dialogue's policy outputs (e.g. urban policy submissions, Greater Western Sydney regional research) to sharpen its own case in state-level consultations.
- Public forums and events: Liverpool participated in Dialogue's policy forums, digital dialogue series, and regional summits to ensure its voice is elevated in key regional debates

3. Business Western Sydney

ROLE AND STRATEGIC FOCUS

- Business Western Sydney (BWS) is a regional business advocacy and networking organisation. It brings private sector insight, advocacy muscle, and investment attraction to regional planning.

KEY DELIVERABLES / CONTRIBUTIONS IN THE YEAR

- Policy advocacy and investment prospecting: BWS works closely with Liverpool on positioning the city for domestic and global investment, particularly adjacent to Aerotropolis and health / research sectors.
- Joint events and forums: For example, BWS and Liverpool co-hosted a member luncheon on the NSW Government's Vision for Transport in South West Sydney.

- Established the "South West Sydney Alliance", which brought together key stakeholders from the region to advocate and discuss local issues



UNSW Sydney – Suburban University Hub



Mayor Ned Mannoun and Vice Chancellor, Professor Francis Cambell – Memorandum of Understanding University of Notre Dame



Draft concept designs from the Carnes Hill Aquatic and Leisure Centre MasterPlan



Mayor Ned Mannoun and Professor Louise Hickman – Civic Place new home for University of Wollongong



Vibrant street – Before and After



Master Plan concept drawing for Bradfield City

STRATEGIC OBJECTIVE 4

VISIONARY, LEADING, RESPONSIBLE



Our community desires a Council that excels in its procedures, providing services to the community efficiently and effectively. The Council aims to be responsible, ensuring financial sustainability, transparency, and ongoing representation of the community through advocacy and engagement.

There are four service areas within Strategic Objective 4, Customer Service, Governance and Corporate Management, Financial Management and Communications. These service areas aim to meet Council's strategies by;

- Placing customer satisfaction, innovation and best practice at the centre of all operations;
- Positioning Council as an industry leader that plans and delivers services for a growing city;
- Ensuring Council is accountable and financially sustainable through the strategic management of assets and resources;
- Demonstrating a high standard of transparency and accountability through a comprehensive governance framework; and
- Embracing Smart City initiatives by improving digital connectivity and smart technology.

HIGHLIGHTS

- Council continued its proactive approach to unlocking development opportunities across the city by:
 - o Releasing an Expression of Interest for redevelopment of the Bathurst and Northumberland Street car park site, one of the CBD's most strategic parcels, to enable mixed-use development including commercial, student accommodation, and public amenities.
 - o Completing five strategic land acquisitions valued at \$9.2 million, with negotiations progressing on 20 more to support future infrastructure in growth areas including Austral and Leppington.
 - o Securing land on Fifth Avenue, Austral, for delivery of a new community hub and green space.
- Council worked with major developers at Bradfield (Aerotropolis) and Moorebank Logistics Park to ensure projects create subcontracting opportunities for local small to medium-sized enterprises (SMEs) and align with environmental and community expectations.
- Council introduced several new digital services, including online library payments and express development application lodgement, improving convenience without increasing fees.
- In late 2024, a new Customer Experience Policy was adopted, committing Council to seamless, high-quality service that prioritises customer needs while delivering operational and planning excellence.
- Between October 2024 and June 2025, Council delivered a best-practice community engagement program to shape the Community Strategic Plan 2025–2035.
 - o More than 5,800 contributions were received across two engagement phases.

- Over 174,000 people were reached through social media and 56,000 households received direct communications.
- Engagement activities included cultural events, fun days, school visits, neighbourhood drop-ins, and targeted youth and children's programs.
- Council introduced Family Fun Days, free events hosted at Bigge Park, Liverpool Powerhouse and neighbourhood reserves. Featuring cultural performances, workshops, markets and live entertainment, these events brought people of all ages and backgrounds together while creating informal opportunities to engage with Council.
- Drop-In Sessions were held across nine suburbs, enabling residents to meet with staff from planning, engineering, customer service and traffic teams. The highest engagement was recorded in Austral and Voyager Point, reflecting community interest in high-growth areas.
- The Liverpool Leadership Academy (LILA) was launched to strengthen leadership at all levels. Programs included the Emerging Leaders Program, a three-month course building foundational leadership skills and confidence, and the Frontline Leaders Program, a two-month intensive designed to enhance existing leaders' capabilities through workshops, coaching and peer learning.
- Council advanced major workforce initiatives including:
 - The Career Conversations program and 360-degree performance appraisals;
 - A new Workforce Strategy 2025–2029, featuring a remuneration framework refresh, bold Employee Value Proposition project, and payroll optimisation; and
 - The launch of a Human Resources (HR) analytics dashboard to strengthen workforce planning.
- CEO Town Halls, quarterly leadership symposiums, and staff engagement initiatives continued to strengthen organisational culture and deliver measurable improvements in employee satisfaction.
- Council strengthened governance and compliance frameworks through:
 - Adoption of a new Enterprise Risk Management Policy aligned with ISO 31000;
 - Development of a Fraud and Corruption Control Plan and fraud awareness training for all managers; and
 - Introduction of a Data Breach Response Policy, reinforcing information security and privacy.
- Council met all its statutory reporting requirements, financial indicators monitored, and an unqualified audit opinion was received for 2024–25, confirming Council's commitment to sound financial management.
- Council invested heavily in digital infrastructure upgrades across Human Resources (HR), finance and customer systems, including migration to secure cloud platforms.
- Cybersecurity remained a priority, with Council maintaining a clean cyber record.
- Procurement was strengthened through the following streamlined processes:
 - Creation of a Strategic Procurement and Contracts team.
 - Development of a centralised contracts register.
 - Adoption of an updated Procurement and Contracts Standard (2024).
 - New compliance measures addressing modern slavery and chain-of-responsibility requirements.
- In June 2025, Council formally adopted its full suite of Integrated Planning and Reporting documents, including:
 - Community Strategic Plan 2025-2035;
 - Delivery Program and Operational Plan 2025-2029;
 - Asset Management Plan 2025-2035;
 - Long-Term Financial Plan 2026-2035; and
 - Workforce Management Strategy 2025-2029.



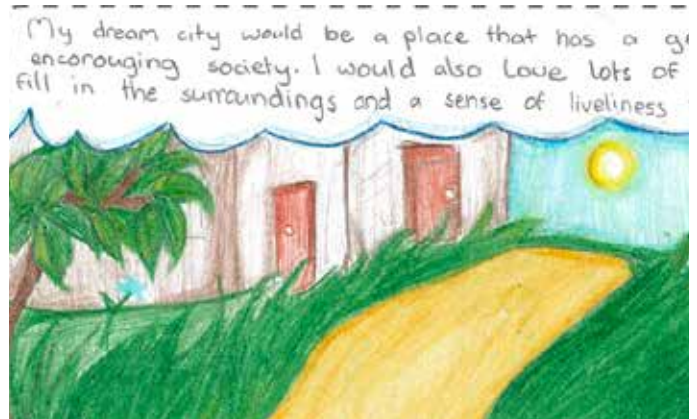
Family Fun Day



Fifteenth Avenue Petition



Community Drop-In Sessions



Liverpool's Community Strategic Plan 2025-2035



Seniors Concert – June/December 2024



PART 3 **PUBLIC** **INFRASTRUCTURE** **ASSETS REPORT**

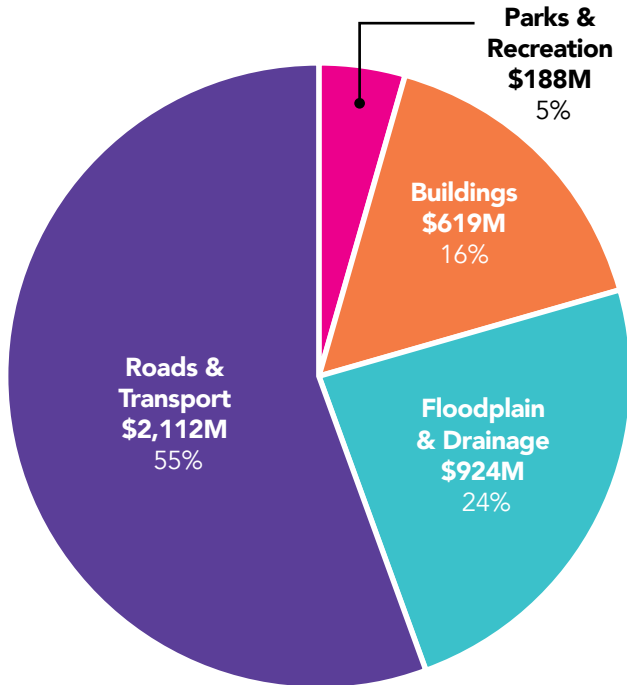
PUBLIC INFRASTRUCTURE ASSETS REPORT

Introduction

Liverpool City Council (Council) is responsible for the management, care and control of a wide range of infrastructure assets, representing a significant public investment and utility. These include public roads and other transport-related facilities, floodplain and drainage networks, buildings and structures, open space including parks and reserves, and sporting and recreational facilities, with a combined replacement value of over \$3.8 billion.

The asset categories and the corresponding values of these assets are shown in the diagram below. Additional details regarding each category are provided in the Condition of Infrastructure Assets table that follows.

**Current Replacement Cost
Infrastructure Assets 2025**



Council's infrastructure assets are used to provide a range of services which aim to deliver social, environmental, and economic outcomes for the community of Liverpool. The level of services delivered by these assets is largely determined by how they are maintained and managed.

Strategic Asset Management

Council continues to progress its Asset Management (AM) planning to facilitate consistent application of current best AM practices across the Liverpool Local Government Area (LGA) and across all categories of infrastructure assets. Council's adopted Strategic Asset Management (SAM) policy, strategy and plans provide an effective decision-making framework. The application of this framework ensures that Council assets provide required levels of service over time, to the community.

Council's Asset Management (AM) System also facilitates a systematic approach to the planning, programming and implementation of the wide range of activities associated with the effective management of Council's infrastructure assets. The system includes processes for data collection, data storage and life-cycle analysis, to support decision-making regarding the optimal use of resources for the operation, maintenance, rehabilitation, upgrading and reconstruction of infrastructure assets.

Council's AM Systems and processes are developed in accordance with the set guidelines of the International Infrastructure Management Manual (IIMM) and ISO 55,000 for achieving sound Strategic Asset Management outcomes.

Currently, Council is implementing an enhanced module of its AM System, the Brightly Assetic 'Maintenance Planning' Module that will manage the maintenance of >\$3.8 billion worth of infrastructure assets and will help provided baseline costs for the maintenance of these assets to the required standards. The web as well as the mobile applications of this module will enable Council to better forward plan maintenance activities and management of its existing and future infrastructure assets (e.g. Bradfield Park and new infrastructure within the Western Sydney Aerotropolis).

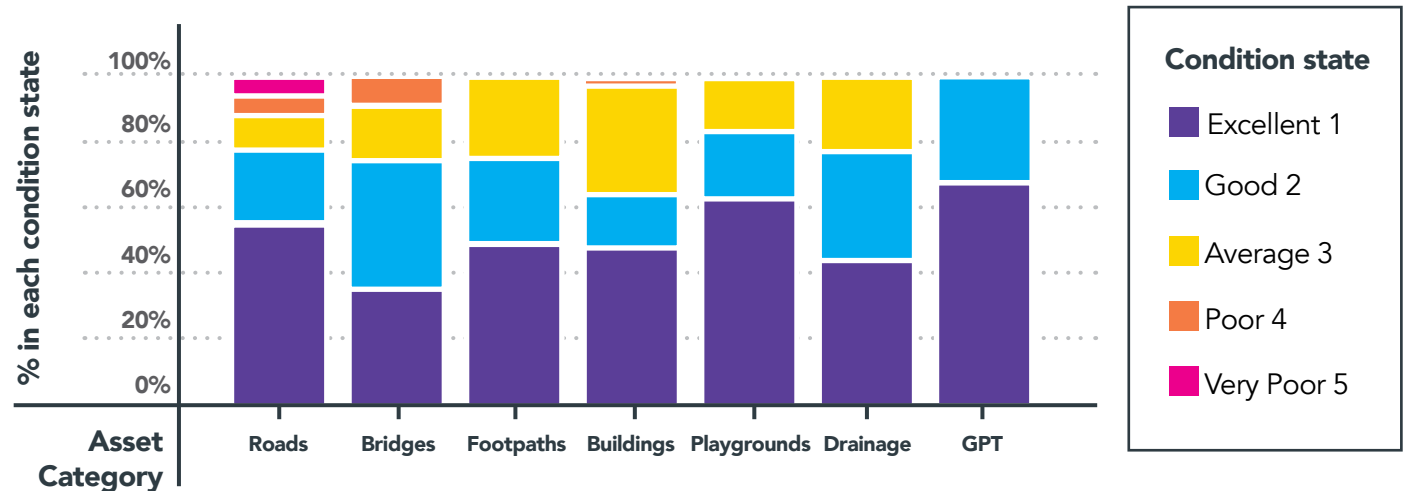
Council's AM System, that operates in the Cloud environment, continues to enhance the standard of AM practices in various aspects including the asset accounting, data accessibility, data security and integration with Council's Geographical Information System (GIS) and Customer Request Management System (CRMS). This has enabled Council to deliver on recommendations provided by the NSW Audit Office.

Asset condition

Council utilises its comprehensive database of asset information to facilitate the necessary planning and valuation of its assets to a high level of accuracy. Council’s ongoing asset surveys continue to provide valuable data to determine the condition of the asset and their performance objective. It has enabled the Council to proactively develop the maintenance and renewal strategies and programs which are responsive and cost-effective.

The condition and performance information for some of the Council’s key assets are summarised in the table below:

Condition of Infrastructure Assets



Infrastructure Report Card

The table below shows the infrastructure report card indicating the overall situation of each category of Council infrastructure assets. All Council assets have consistently been in “In Control” position over the years, thus illustrating the effectiveness of the Council’s adopted asset management framework, and systems and processes.

Infrastructure Report Card

Assets	Replacement Cost	Cost to Satisfactory Standard	Asset Rating 2024/25	Asset Rating 2023/24	Asset Rating 2022/23	Asset Rating 2021/22
Roads Assets	\$1,747,781,848	\$45,581,723	In control	In control	In control	In control
Bridges	\$98,833,899	\$3,445,860	In control	In control	In control	In control
Footpaths	\$266,187,512	\$321,381	In control	In control	In control	In control
Stormwater Drainage	\$924,194,198	\$5,433,303	In control	In control	In control	In control
Buildings	\$619,087,604	\$3,768,400	In control	In control	In control	In control
Parks	\$188,805,348	\$1,086,254	In control	In control	In control	In control
TOTAL	\$3,844,890,409	\$59,636,920				

Key

- In control
- Monitor
- Action required

Asset renewal and replacement

Council continued to deliver its capital works program. Infrastructure assets were renewed, and replaced, to maintain satisfactory asset conditions and to ensure services continue to be provided to the community. Works were funded from a range of income sources, enabling a substantial part of the planned program of renewal works and several new projects to be delivered. Funding sources included:

- General rates revenue;
- Stormwater management service charge;
- Environmental levy;
- Grants from Commonwealth and State governments for a range of infrastructure projects; and
- Section 7.11 developer contributions.

Council commenced several major new projects to facilitate the growth of the new urban centres and to manage the demand for expanded services arising from this growth.

Road and transport infrastructure

Council is responsible for the care, control and management of more than 1008 kilometres of formed roads from which approximately 7 kilometres unsealed and 39 kilometres with regional road classification. During the 2024/25 financial year an additional 7.4 kilometres of new roads were added to the road network as a result of the new subdivisions occurring in Austral, Edmondson Park and Leppington. The combined value of these roads and transport asset is more than \$2.1 billion.

Council continued to implement its adopted road pavement management strategies to progressively upgrade assets that were in poor condition, while placing a significant focus on preventing assets in average or good condition from deteriorating into the poor category. These preventative maintenance strategies aim to preserve or restore the road assets earlier in the road life cycle before it falls into the condition of disrepair.

Earlier intervention, through Council's preservation programs, provides the most cost-effective treatment in slowing down the overall rate of decline in the condition and performance of the road network, and preserves the existing roads in a serviceable condition, over the long term.

Continuation and expansion of these preventative measures and associated long term economies, continue to positively impact Council's financial liability.

Some of the key challenges that will continue to impact Council's management of its extensive portfolio of road assets are:

- a. Many roads and associated infrastructure were built in the 1970s and 1980s, meeting the standards at the time, but now approach the end of their serviceable lives. These assets require significant improvements and renewal to bring them up to the current satisfactory standards for the community.
- b. The road network is expected to grow by approximately 150 km or around 15 per cent over the next 10 years. This growth will add additional financial and resource pressures due to the need for increased asset maintenance activities.
- c. Development in the rural areas, including the Western Sydney Airport and Aerotropolis is leading to increased traffic loadings unsuitable for existing rural road pavements, placing additional pressure on already constrained maintenance budgets.
- d. Due to its advanced state of deterioration, part of the rural road network will continue to decline. These rural roads are predominantly located within the South West Priority Growth Area, and the ensuing residential and commercial development will ultimately result in the need for the full reconstruction, widening and/or upgrades to the majority of these roads. Council will continue implementing its low-cost strategies aiming to hold these rural roads in a reasonable condition until full reconstruction can occur.

Key Achievements this year

Council spent more than \$16.4 million on the reconstruction and rehabilitation of roads and associated transport infrastructure assets during 2024/25 financial year. This included various works to preserve, restore and enhance Council's roads and transport network.

- Denham Court Road Shoulder upgrade, Denham Court
- High Pedestrian Activity Area (HPAA) program in following location:
 - Edmondson Park Shopping Precinct, Edmondson Park;
 - Carnes Hills Shopping Precinct, Carnes Hill;
 - Miller Shopping Precinct, Miller;
 - Kennedy Street, Liverpool- Reconstruction and resurfacing of road;
 - Gurner Avenue, Austral; and
 - Tenth Avenue, Austral.
- Council completed road pavement renewal and rehabilitation works covering 16 streets with a combined length of 5.5 kilometres (including three kilometres of rural roads) at the total cost of \$3.9 million during the year. The work will extend pavement service life and improve riding conditions.
- Road renewal and rehabilitation works were completed at the following locations:
 - Bell Place, Moorebank;
 - Danalam Street, Liverpool;
 - Pacific Palms Circuit, Hoxton Park;
 - Chippenham Street, Chipping Norton;
 - Rexham Place, Chipping Norton;
 - Gabo Crescent, Sadleir;
 - Thelma Street, Lurnea;
 - South Liverpool Road, Heckenberg;
 - Tulich Avenue, Prestons;
 - North Liverpool Road, Heckenberg;
 - Illaroo Road, Prestons; and
 - Horningsea Park Drive, Horningsea Park.
- A total of 8,500 m² of the following rural roads received resurfacing treatment, to improve their levels of service:
 - Gurner Avenue, Austral; and
 - Tenth Avenue, Austral.
- Council also continued its program of shared paths and footpaths construction, to improve accessibility and mobility across the LGA. More than \$1.25 million was spent to construct approximately 3.9 kilometres of new paved pathways across 25 locations and 2.7 kilometres of asphalt footpath within the LGA.
- New and upgraded traffic facilities, such as raised thresholds, pedestrian crossings, and bus shelters were installed, to improve pedestrian and road user safety. Council spent over \$1.0 million on these facilities during the year, including at the following locations:
 - Installation of six bus shelters located at Nuwarra Road, Chipping Norton; Cabramatta Avenue, Miller; Moore Street, Liverpool; Bligh Ave, Lurnea; Wilson RD, Green Valley; Corfield Rd, Prestons;
- Roundabout upgrade at:
 - Intersection of Reilly Street & Webster Road, Lurnea;
 - Intersection of South Liverpool Road & St Johns Road, Busby;
 - Intersection of North Liverpool Road & Wilson Road, Green Valley; and
 - Intersection of South Liverpool Road & Whiteford Road, Hinchinbrook.
- Installation of indented parking bays on verges at, McKay Avenue, Moorebank; and
- Cul-De-Sac upgrade at the Grove Street and Hume Highway intersection, Casula.



Roundabout upgrade – South Liverpool Rd & St Johns Rd, Busby



Road resurfacing – Thalma Street, Lurnea



Shared Path – Government Road, Hinchinbrook



Road reconstruction – Gurner Avenue, Austral



Raised Threshold Pedestrian Crossing – Carnes Hill



Cul-De-Sac - Grove Street, Casula

Council advanced the investigation and design of several major roads to facilitate growth within the new urban release areas. Some of the key achievements for the year include the following:

- The intersection upgrade works at Governor Macquarie Drive (GMD) and Hume Highway. This project involves the widening of GMD from two-lane to a four-lane carriageway, construction of dedicated slip lanes to and from GMD, and installation of traffic signals and street lighting. The service relocation works are expected to commence in August/September 2025 and followed by civil construction in February 26. The project is funded by the Federal Government's Western Sydney Infrastructure Plan.
- Bernera Road at Yarrawa Street, Prestons Road widening and resurfacing works are nearly complete. The project is funded by federal government under the Western Sydney Infrastructure Program (WSIP).
- The intersection upgrade at Kurrajong Road involves the widening of Kurrajong Road, Lyn Parade, and Beech Road from a two-lane to a four-lane carriageway, as well as the upgrade to a signalised intersection. The project is currently in the design stage and is expected to commence in April 2026. The project is funded by the Federal Government under the Western Sydney Infrastructure Program (WSIP).
- The detailed design of Edmondson Avenue, between Bringelly Road and Fifteenth Avenue is progressing. Stage 1 of the design, from Bringelly Road to Seventh Ave is complete. Stage 2 of the design from Seventh Avenue to Fifteenth Avenue is currently at 90 percent completion;
- The detailed design of the M7 underpass connecting Middleton Drive, Middleton Grange to Aviation Road, Elizabeth Hills, is currently at 70 percent completion. The M7 underpass will improve access into and out of Middleton Grange;
- Council has commenced construction of Bernera Road at Yarrava Street, Prestons, The project is funded by federal government under the Western Sydney Infrastructure Program (WSIP); and
- The detailed design of Denham Court Road from Campbelltown Road to Commissioners Drive has commenced at is currently at 5 percent completion. The project is funded by the State Government's Special Infrastructure Contribution (SIC) scheme.

Floodplain and Water Management


Council's floodplain and water management assets include more than 800 kilometres of piped drainage systems and associated pits, gross pollutant traps, flood detention basins, formed channels and waterways with a combined value of approximately million. The drainage network is envisaged to grow at a rate commensurate with the growth in the road network.

Council continued to comprehensively inspect its piped drainage network assessing its structural condition and hydraulic performance. Utilising a closed-circuit television system (CCTV), provide Council with the accurate condition of data and digital imagery of its pipe network.

These inspections enable Council to proactively develop responsive and cost-effective maintenance and renewal strategies and programs. Through analysis of the inspection data, Council has identified the following broad categories of drainage renewal and replacement activities, that improve the hydraulic performance and significantly extend the service lives of these assets:

- Restoring the piped drainage system through the relining of long lengths of existing deteriorated pipes. This trenchless restoration method uses robotic techniques to apply a PVC liner within existing pipes to restore structural integrity and flow efficiency; and
- Restoring the piped drainage system through application of structural patches to the isolated failures within pipes, using the trenchless method.

To enable the efficient delivery of works, Council has established long term contracts with a panel of contractors specialising in drainage rehabilitation works of stormwater drainage pipes. The works are undertaken on a priority basis and funded by Council's Stormwater Management Service Charge. The priority selection system for the restoration, renewal and replacement of the drainage system is based on asset condition assessments and knowledge of other performance parameters including strategic location of the pipes, flooding and public safety.



Council's Stormwater Management Service Charge, which generates approximately \$1.5 million each year, provides a sustainable funding source for Council's stormwater management programs and enables the undertaking of more enhanced maintenance and renewal programs.

Some of the key challenges the Council has faced in managing its stormwater assets include:

- The existing drainage system predominantly comprises underground pipes and pits that can only be appropriately assessed using CCTV. This method of collecting data is costly and time-consuming. With only around 10 to 12 kilometres of the piped network able to be assessed each year, the condition of the remaining drainage network will continue to be estimated from collected data for asset management and valuation purposes;
- The drainage network and associated infrastructure are expected to grow by another 200 kilometres over the next ten years; and
- The current initiatives relating to Water Sensitive Urban Design (WSUD) introduced new types of assets and devices for stormwater quality improvement, requiring more structured and sometimes more intensive, maintenance practices.

Key Achievements this year

Council spent more than \$2 million in preserving, restoring and enhancing drainage infrastructure across the LGA with the following achievements made during the year:

- May Avenue, Rossmore – Installation of major drainage infrastructure, including low-flow pipes, stormwater pits, culverts, and headwalls, to eliminate flooding in the area;
- Ernie Smith Reserve, Moorebank – Construction of a Gross Pollutant Trap (GPT) with trash rack upstream to capture litter and pollutants before they enter the drainage system;
- Amalfi Park Basin, Lurnea - Council has undertaken remediation, and re-vegetation works aimed at restoring vegetation and establishing an attractive, grassed surface within the detention basin that is suitable for informal recreation;
- Helles Park Drainage, Moorebank- Council reconstructed the existing headwall to improve the drainage water flow along the Georges River;
- Network wide CCTV Inspection – CCTV inspection of approximately 7 km of drainage network to assess and identify areas requiring pipe rectification works;
- Design of Basin 29 at Fifteenth Avenue, Austral complete, awaiting acquisition of easement;
- Design and land acquisition of Basin 14 at Camden Valley Way, Edmondson Park complete, seeking additional funding opportunities; and
- Design and land acquisition of Basin 5 at Fourth Avenue, Austral complete, land remediation works commenced.



Building Infrastructure

Council has in its ownership, care and control approximately 228 building assets covering its commercial, operational, community, recreational, cultural and heritage services, with a combined current replacement cost of more than \$619 million. The age of the buildings and their types are varied, with many built in the late 1950s and 1960s and several are specialised structures including parking stations, large aquatic centres and heritage buildings.

Council programmed inspection of building assets to optimise maintenance and renewal. Condition surveys of these buildings also provide necessary data to support future maintenance, rehabilitation and upgrades.

This year, a proportion of the buildings were found to be at overall average condition. A large proportion of the buildings in this condition relate to secondary buildings, or parts of buildings including storage facilities and public toilets associated with sporting facilities and works depot. These facilities are fit for the intended purpose with lower maintenance requirements.

Some of the key challenges that will continue to impact Council's management of its large portfolio of building assets are:

- Malicious damage to sports amenity buildings due to their location within reserves and inadequate surveillance require higher than normal maintenance; and
- The majority of Council's buildings do not generate income that could be used to offset the cost of maintenance and renewal.

Key Achievements this year

Council spent \$3.5 million on renewing, refurbishing, and improving many of its existing buildings, including community centres. Some of the key achievements for the year include:

- Completion of a new roof at the Western Depot for the Rural Fire Services Centre;
- Completion of an amenity upgrade at Bill Anderson Reserve in Kemps Creek;
- Completion of an amenity upgrade at Ash Road Reserve in Prestons;
- Completion of a concrete slab with electrical service to cater for temporary food outlets at Grand Flaneur Beach in Homestead Park, Chipping Norton;
- Completion of an accessible toilet upgrade at Dr Pirie Community Centre in Bigge Park Liverpool; and
- Completion of rectification to walls and floors at Michael Wenden Leisure Centre in Miller.



Before – Damaged Wall at Michael Wenden



After – Damaged Wall at Michael Wenden



Before – Concrete Works at Grand Flaneur Beach



After – Concrete Works at Grand Flaneur Beach



Before – Amenity upgrade at Bill Anderson



After – Amenity upgrade at Bill Anderson



Before – Amenity upgrade at Ash Road



After – Amenity upgrade at Ash Road

Parks and recreational facilities

Council manages a portfolio of more than 500 open spaces, consisting of regional, district and local parks and reserves, and natural bushland areas. These spaces include various sporting and recreational facilities, to enable both active and passive use by the community. The portfolio includes 222 sporting and recreational facilities including soccer and rugby fields incorporating cricket pitches, netball courts, tennis courts, cricket practice nets, play spaces, skate parks and boat ramps. These assets cover more than 1400 hectares of land with a combined replacement cost of \$188 million.

The majority of Council's parks do not generate income with the exception of sports fields which charge a small lease fee and are unable to offset the long-term maintenance and renewal cost. The continuous growth and development of new open space facilities when added to existing recreational infrastructure will place a significant burden on Council's future financial resources.

Key Achievements this year

This year, Council invested over \$5.4 million in new infrastructure, as well as renewals and improvements work to existing assets across our open spaces. These works include upgrades to Key Suburb and Local Parks, outdoor gyms and play spaces. Key achievements include:

- **Playgrounds and Shade Structures**

Several playgrounds were renewed, replaced or upgraded with shade structures under the capital works priority program as required by Council's LGA-wide Play Equipment asset management plan. A total of approximately \$1.3 million was invested across the Liverpool LGA at these following sites:

- o Beswick Park, Liverpool – New dual swing and playground shade;
- o Syd Neville Reserve, Prestons – New playground shade;
- o Phillips Park, Lurnea – New playground shade;
- o Australis Park, Wattle Grove – New gym shade;
- o Cartwright Park, Cartwright – New playground, coloured Softfall and Shade; and
- o Collimore Park, Liverpool – New Regional playground, coloured softfall and shade.

- **Outdoor Gym Installations**

Council continued its program of delivering outdoor gyms to key locations across the LGA. A total of approximately \$91,000 was invested across the following locations:

- o Australis Park, Wattle Grove - Outdoor Gym; and
- o Bradshaw Park, Miller - Outdoor Gym.

- **Key Suburb and Local Parks Improvements**

Council also delivered several upgrades to Key Suburb and Local Parks through design refurbishment and enhancement works. A total of approximately \$3.9 million was invested across the following locations:

- o Collimore Park, Liverpool – Upgrade to basketball courts;
- o Affleck Garden Park, Middleton Grange – Park development;
- o McGirr Park, Miller – Park upgrade including playground, landscaping and footpaths;
- o Pye Hill Reserve, Cecil Hills – Park upgrade including Playground, amenities and car park;
- o Pye Hill Reserve, Cecil Hills – Regional trail;
- o Apex Park, Liverpool – Indigenous Garden; and
- o Homestead Park, Chipping Norton Lakes – upgrade to picnic facilities.

Key Achievements this year



Western Sydney Infrastructure Grants Program

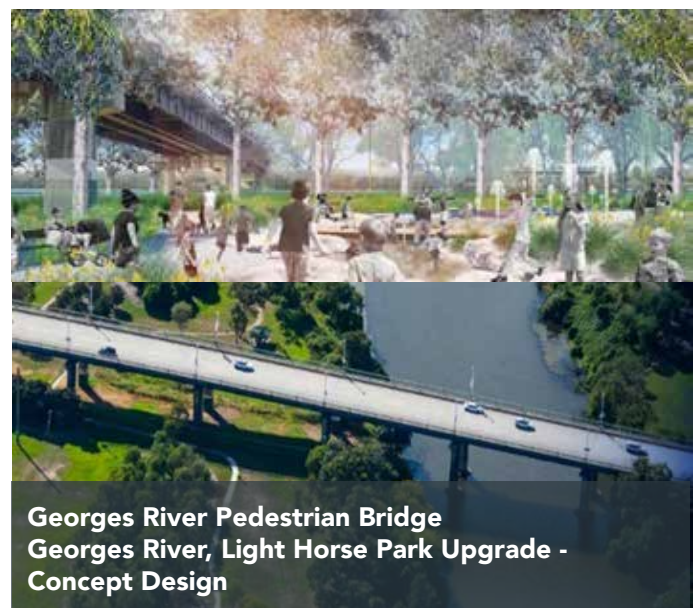
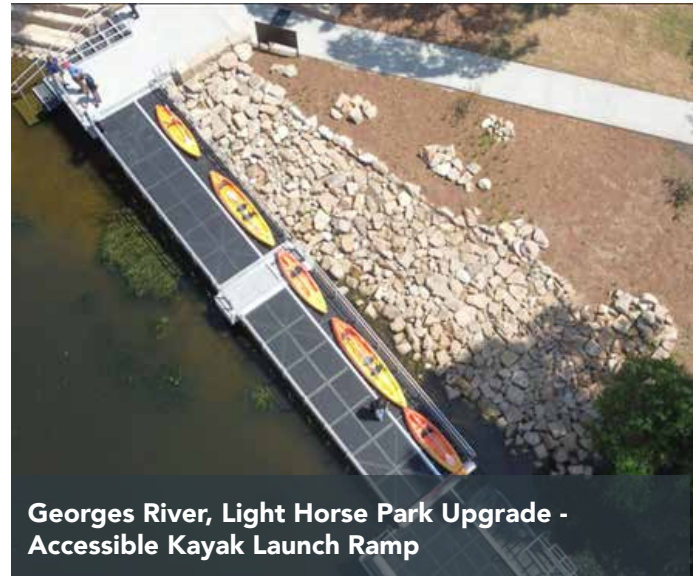
In 2022, the NSW Government developed the \$5 billion Western Sydney Infrastructure Grants (WSIG) funding program (previously known as WestInvest), to fund infrastructure in Western Sydney. The program was designed to deliver transformational change and improve liveability across 15 Western Sydney Local Government Areas. Following an extensive application and assessment process, Liverpool City Council was awarded \$153 million. Council established its/the WSIG Project Delivery team in the/ its Operations Directorate, to support the delivery of six major, successfully funded projects worth \$153 million:

- Redevelopment of Light Horse Park and construction of an accessible kayak launch and community building;
- Development of Carnes Hill Aquatic and Recreation Centre;
- Revitalisation of Brickmaker's Creek including regional playground;
- Upgrade of Macquarie Street, Liverpool;
- Upgrade of Scott Street, Liverpool; and
- Upgrade of Railway Street, Liverpool.

Key Achievements this year

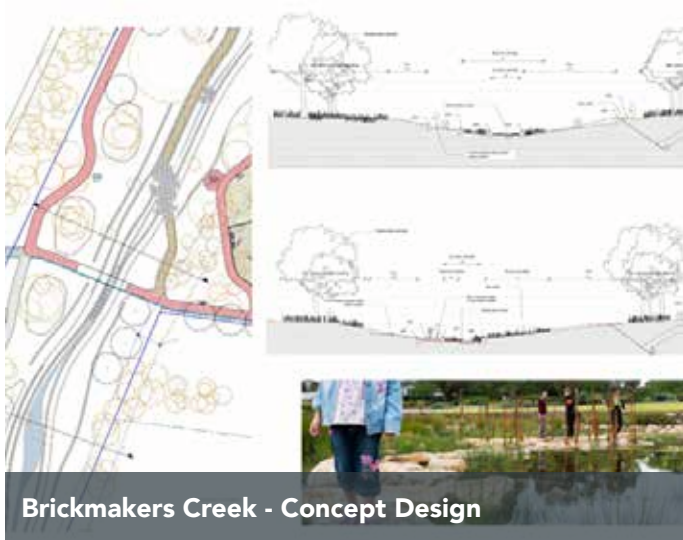
LIGHT HORSE PARK

- Completed delivery of an accessible kayak launch accessing the Georges River.
- Completed Plan of Management.
- Carpark contractor engaged, and construction works are due to commence late 2025.



BRICKMAKERS CREEK

- Completion of site investigation works.
- Engagement of a lead design consultant and all secondary consultants.
- 50% completion of design for the regional playground.
- 50% completion of design for the creek and open space.
- Completed Expression of Interest for construction delivery.



Brickmakers Creek - Concept Design

CARNES HILL AQUATIC CENTRE

- Site investigation works are under way.
- An Architect is engaged and is working on Development Application design package, expected late August or early September 2025.
- 90% completion of Plan of Management.
- Expression of Interest for the main contractor expected to be published late 2025.



Carnes Hill Aquatic and Recreation Centre - Concept Design

MACQUARIE STREET UPGRADE

- Streetscape upgrades are 80% complete, with expected completion by September 2025, including:
 - o Footpaths upgraded to new granite pavers 100% complete.
 - o New bluestone kerb and gutter installation 100% complete.
 - o Upgrades to pedestrian crossing 100% complete.
 - o Refurbishment of existing canopy over the pedestrian crossing complete.
 - o Upgraded electrical infrastructure and new feature lighting to facilitate civic and community events
 - o Commencement of decorative ground and tree lighting installation.
 - o Installation of new street furniture; waste bins, bike racks, water fountain, and garden benches 80% complete.
 - o Landscaping and planting enhancement 50% complete.
 - o Commencement of installation of multifunction streetlight poles.
 - o Road asphalt resurfacing 50% complete.

MACQUARIE STREET: SOUTH

- Concept design 100% complete.
- Detailed design 50% complete.
- Initial traffic studies and road safety audits complete.
- Engagement of specialist design consultants for street lighting and intersection design complete.

MACQUARIE STREET: NORTH

- Concept design 100% complete.
- Detailed design 50% complete.
- Initial traffic studies and road safety audits complete.



Macquarie Street Middle upgrade - Concept design

Environmental Management

Koalas are vulnerable to vehicle strikes in the Holsworthy locality. In response, Liverpool City Council has installed wildlife warning signs on Heathcote Road and Cambridge Avenue utilising grant funding from the NSW Department of Climate Change, Energy, the Environment and Water under the NSW Koala Strategy.

In response to an emerging need for a policy setting, an Electric Vehicle Charging Stations on Public Land Policy was developed in close collaboration with external stakeholders including the Western Sydney Region of Councils (WSROC) and endorsed by Council. This policy provides guidance on the installation and management of chargers on Council-managed land.

Environment Restoration Plan

Council's environmental volunteering activities, including Bushcare, have been steadily increasing in numbers with booked out events for our community planting days with many participants attending, including from some local churches and community groups. The annual National Tree Day was held on 28 July with 2,500 shrubs and trees planted. During this period, over 12,240 shrubs and trees have been planted by the community, Environmental Restoration Plan (ERP) staff and contractors.

Council was successful in partnering with Campbelltown City Council and Conservation Australia for an urban river grant on improving water quality for the Georges River. All water quality health cards have been updated and can be found on Council's website:

<https://www.liverpool.nsw.gov.au/environment/waterways-management/water-quality-management>

Other highlights for the period include:

- The ERP team lead the successful transition of the Georges River Keeper (GRK) from Sutherland Shire Council to be hosted by Council for the next four years. The GRK works with their seven member councils to protect natural resources and improve the environment of the Georges River;
- Council, GRK and the community came together in April to clean up Chipping Norton Lake in a canoe and clean-up effort with 355 kilograms of rubbish collected from the lake;
- The ERP team held community engagement sessions with Indigenous groups and cultural groups to combat water pollution from religious offerings. These sessions were successful with the community groups gaining a better understanding

of impacts to the environment from religious offerings placed in waterways that do not break down;

- Aerators were installed at clinches pond and Cecil Hills Lake to improve water quality; and
- Council, in partnership with the University of Melbourne, ran community workshops focused on creating vital nesting habitats for local wildlife using innovative, sustainable 3D printing techniques. Volunteers helped build a custom box for a displaced sugar glider at Voyager Point. The nest box offers essential shelter and supports the survival of this incredible native species. In Australia many animals depend on tree hollows for shelter. The ERP team in partnership with Sydney Zoo ran science week for school students in Western Sydney to teach students about the 3D habitat hollows.



3D Habitat Hollows (Nest Box)



Tree planting by volunteers at Voyager Point Community Centre

Asbestos and Contaminated Land Management

Council continues to implement best practice asbestos and contaminated land management to safely and effectively manage its contaminated lands and ensure they continue to remain fit for their intended purpose.

Council progressed the following projects:

- Angle Park, Chipping Norton - Completed remediation and delivered the project, opening the foreshore development to the public;
- Lighthorse Park, Liverpool - remediation planning as part of the whole site design and DA approval.
- Carnes Hill, Stage 2 – remediation planning as part of the design for master plan precinct development;
- Underground Petroleum Storage System Regulation – Completion of a five-year re-survey of all petrol stations in the LGA;
- Brickmakers Creek/Woodward Park – soil investigations; and
- Various open space, delivery and drainage projects – demolition and remediation including reinstatement as open space areas.



Condition of Assets

The following table provides a summary of the average condition of Council's infrastructure assets, with respective estimated costs to upgrade and maintain these assets, to ensure they continue to provide satisfactory standards of service to the community.

Asset Description	Quantity	Current replacement cost (Note 1)	Average condition as at June 2025 (Note 2)	Estimated cost to bring to satisfactory standard (Note 3)	Estimated annual cost of maintaining asset at that standard (Note 4)	Annual maintenance expenditure 2024-25 (Note 5)
ROAD AND TRANSPORT		\$2,112,803,259		\$49,348,964	\$18,624,037	\$10,584,655
Roads (km)	1008	\$1,214,385,655	Good ¹	\$44,381,475	\$11,757,219	\$7,735,381
Kerb and gutter (km)	1567	\$332,230,011	Good	\$711,088	\$1,761,767	\$424,121
Footpath and cycleways (km)	966	\$266,187,512	Good	\$321,381	\$2,522,247	\$1,272,362
Bridges and major culverts (no.)	125	\$98,833,899	Good	\$3,445,860	\$963,293	\$18,077
Road furniture and structures (no.)	49550	\$174,474,155	Good	\$344,681	\$1,495,161	\$800,438
Off street car parks (no.)	122	\$26,692,027	Good	\$144,479	\$124,351	\$334,276
FLOODPLAIN AND DRAINAGE		\$924,194,198		\$5,433,303	\$2,099,362	\$2,043,597
Piped drainage (km)	834	\$725,723,344	Good	\$4,384,917	\$1,250,920	\$1,532,698
Pits (no.)	32780	\$104,347,631	Good	\$189,206	\$177,893	\$0
Headwalls and minor culverts (no.)	3091	\$21,230,042	Good	\$859,181	\$37,487	\$0
Retarding basins and wetlands (no.)	336	\$51,311,762	Good	\$0	\$121,528	\$102,180
Gross Pollutant Traps (no.)	249	\$21,581,418	Good	\$0	\$511,533	\$408,719
BUILDINGS	228	\$619,087,604		\$3,768,400	\$7,577,670	\$7,883,659
Administration building	3	\$197,307,151	Good	\$0	\$2,612,708	\$2,798,589
Aquatic Centres	6	\$34,358,689	Good	\$42,707	\$452,821	\$998,245
Bush Fire/SES	11	\$4,572,129	Good	\$2,389	\$43,730	\$58,513
Childcare Centres	10	\$11,090,326	Good	\$364,742	\$143,781	\$377,593
Commercial Properties	3	\$705,351	Average ²	\$130,349	\$6,778	\$22,920
Community Centres	39	\$73,005,810	Good	\$955,706	\$978,799	\$1,468,389
Heritage Buildings	13	\$50,357,363	Good	\$711,747	\$482,961	\$297,831
Libraries, Museums	5	\$113,639,217	Good	\$0	\$1,564,465	\$253,778
Multi Level Car Parks	3	\$73,211,200	Average ²	\$561,164	\$708,034	\$272,289
Parks Buildings / Structures	123	\$52,336,550	Average ²	\$869,704	\$498,583	\$564,109
Works Depot	12	\$8,503,820	Average ²	\$129,892	\$85,010	\$771,402
OPEN SPACE		\$188,805,348		\$1,086,254	\$9,970,752	\$8,823,081
Sporting Fields, ovals and courts (no.)	222	\$46,122,509	Good	\$222,948	\$4,281,855	\$3,529,232
Parks infrastructure (no. of Parks)	514	\$84,978,354	Good	\$684,854	\$4,607,520	\$4,411,540
Playground equipment (no.)	238	\$57,704,484	Good	\$178,451	\$1,081,377	\$882,308
GRAND TOTAL		\$3,844,890,409		\$59,636,920	\$38,271,822	\$29,334,991

¹ While the overall condition of road is considered to be Good, there are sections of roads that require more intensive rehabilitation and reconstruction works to bring it to a satisfactory level. With increased renewal funding, targeted renewal programs based on modern asset management principles, and effective asset maintenance strategy, Council aims to gradually reduce this backlog over the next few years.

² Council's commercial, parks amenity, multi-level car parks and works depot buildings are in average condition. However, these buildings are considered to be fit for the purpose with lower maintenance requirements. Most of the small sheds and structures at the depot will be demolished in coming years and these structures have been excluded from any upgrade requirements.

Notes corresponding to Condition of Assets table (page 19)

1. **Current replacement cost** – estimated cost to replace existing asset with modern equivalent, which will deliver the same service potential.
2. **Average condition** – an overall assessment of the average condition of assets within an asset category, selected from one to five condition levels comprising excellent, good, average, poor, very poor or unserviceable.
3. **Estimated cost to bring to Satisfactory Standard** – estimated cost required to bring assets within an asset group to a condition level equal to or better than “Average” (satisfactory) as required by the independent assessment of Council’s Asset Management Plan prepared by Morrison Low Consultants.

Note

a) Condition data is progressively updated as Council continued its programmed inspection of building assets to enable development of optimised maintenance and renewal programs and asset management plans. Condition surveys of these buildings have also provided necessary data to support future maintenance, rehabilitation and upgrade programs. Most of the amenities/toilet blocks located in parks and reserves are considered to be fit for their intended purpose, with lower maintenance requirements. Furthermore, most of the small sheds and structures at the depot will be demolished in coming years and these structures have been excluded from any upgrade requirements.

b) Approximately 120 kilometres of the rural road network is predominantly located within the South West Priority Growth Area, Aerotropolis, and the ensuing residential and commercial development will ultimately result in the need for full reconstruction, widening and/or upgrades to majority of the roads. Council will continue to implement its low cost road strengthening and stabilisation strategies in these areas, which aim to hold these rural roads in a reasonable condition until full reconstruction can occur. The upgrade costs reflect this maintenance strategy and methodology.

4. **Estimated annual cost of maintaining asset at Satisfactory Standard** – estimated annual expenditure required to maintain all assets within an asset group at a Satisfactory Standard.
5. **Annual maintenance expenditure** – Council’s actual expenditure during the financial year, for the purpose of maintaining and preserving assets

Stormwater management service charge

Council continued its program of stormwater rehabilitation and renewal works funded from the Stormwater Management Services Charge, which was implemented in July 2008. The charge, which generates approximately \$1.5 million each year, has provided Council a sustainable funding source to improve water quality, mitigate flooding, improve drainage, increase maintenance and replace ageing stormwater networks. The charge is for additional stormwater management services beyond those already provided and will provide funds to ensure the city's stormwater and drainage assets are maintained and improved.

The following table provides a summary of projects funded through the Stormwater Management Service Charge this year.

Projects partly or fully funded through stormwater management service charge	Total Expenditure	Status as at 30 June 2025
Stormwater Quality	\$1,421,303	
Restoration and renewal of several prescribed basins around the Local Government Area. Works include excavation, embankment reconstruction, filling and compaction, sandstone retaining wall, scour protection works, revegetation and turfing. Revegetation and remediation works have been conducted at the Amalfi Park basin to improve the performance of the detention basin and wetland.	\$243,013	Completed
Investigation and design of high priority gross pollutant traps (GPT) at various locations across the Local Government Area, particularly at Ernie Smith Reserve.	\$1,178,290	Completed
Drainage Enhanced Maintenance	\$142,875	
High pressure cleaning and CCTV inspection and condition assessment of stormwater pipe systems in the Local Government Area.	\$110,370	Completed
Design to enhance channel improvement works of stormwater drainage networks in Hinchinbrook.	\$32,505	Completed
Erosion Protection Works	\$684,843	
Reconstruction of existing headwall and installation of sandstone retaining wall and gabion basket at Helles Park in Moorebank and Drainage improvement works at May Avenue in Rossmore.	\$684,843	Completed
Stormwater Pipe Restoration and Renewal	\$220,137	
Programmed Stormwater drainage pipe relining works to improve hydraulic capacity and provide extended service life of deteriorated stormwater pipes at various locations around the Local Government Area. Stormwater Drainage improvement works have also been conducted at Casula Parklands to increase efficiency.	\$189,168	Completed
Provision of structural patches of stormwater pipes to improve hydraulic capacity and provide an extended service life of the pipe systems at various locations around the Local Government Area.	\$30,969	Completed
GRAND TOTAL	\$2,469,158	

***Note:** Difference in the project cost on above projects when it exceeds stormwater service charge contribution is funded through other sources including general funds and grants.

Provided in accord with clause 217(1)(e) of the Local Government (General) Regulation.

Environment levy


In 2007, Council received approval from the Department of Local Government (now Office of Local Government) to collect an environmental levy from residents. Council's Environment Restoration Plan (ERP) is its adopted program of works, to deliver projects funded by the environment levy. The purpose of the ERP is to provide a framework for the delivery of key environmental projects, programs, and on-ground works, to help improve the natural environment for the long-term benefit of Liverpool and its community.

In the 2024/25 financial year, the environment levy raised, \$2.24 million. The funds were used to deliver a range of programs that include major Bush Regeneration works, support for the Environment Volunteer Program, and delivery of educational programs.

The following table provides a summary of major projects funded through the levy during the 2024/25 financial year.

Projects funded through the Environment Levy	Funding Environment Levy charge \$	Status as at 30 June 2025
Major Projects	\$190,293	
Lake Moore Riparian Restoration Project 3	\$37,946	Complete
Freeman Oval Wetland Restoration Project 1	\$19,992	Complete
Starr Park Bushland Restoration Project 1	\$10,795	Complete
Lieutenant Cantello Bushland Restoration Project 5	\$44,819	Complete
Rossmore Grange Riparian Restoration Project 3	\$6,242	Complete
Glen Regent Reserve Bushland Restoration Project 3	\$23,556	Complete
Casula Parklands Riparian Restoration Project 1	\$30,054	Complete
Saving our Species - Hibbertia Translocation Project	\$16,885	Ongoing
Environment Restoration Plan Programs	\$606,223	
Environmental Education and Engagement – Administration, consultant and material costs for the development and delivery of community education projects and programs.	\$92,219	Ongoing
Bushland Maintenance – Ongoing maintenance of bushland areas totalling 1,848,248m ² .	\$508,471	Ongoing
	\$796,516	

The balance of the funds not expended in the 2024/25 financial year will be transferred to Council's Environment Levy Reserve.



PART 4 **SUMMARY OF COUNCIL'S PROGRESS**

SUMMARY OF COUNCIL'S PROGRESS

Measuring our progress

Council monitors the progress and delivery of actions in the Delivery Program and Operational Plan as legislated under the *Local Government Act (1993)* through Biannual Progress Reports.

Council's long-term priorities, based on its four strategic objectives outlined in the Community Strategic Plan 2024-2025, serve as the framework for community goals.

The table provides an overview of how Council's progress with its Delivery Program 2022-2026. It shows the annual progress status against all detailed actions in the 2024-25 Operational Plan.

Detailed updates on the progress of each activity are published bi-annually through Council's Progress Reports, available via the Corporate Information section of Council's website.

Overall status



COMPLETE



IN PROGRESS



DEFERRED

STRATEGIC OBJECTIVE 1 HEALTHY, INCLUSIVE, ENGAGING



- 1b – Promote a harmonious community that celebrates its diversity
- 1c – Embrace the city’s heritage and history
- 1d – Support an inclusive community by fostering access and equity for all
- 1e – Deliver great and exciting events and programs for our people and visitors



64% COMPLETE



34% IN PROGRESS



2% DEFERRED






1.1: LIBRARIES AND MUSEUM

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
1.1.3.1	Raise community awareness of literacy and other program offerings through broader marketing and stakeholder engagements	Increased usage of library services	
1.1.3.2	Seek alternative grant funding options for program delivery within the library and museum services	Three successful grant applications	
1.1.3.3	Deliver services and programs for digital literacy and technology skills to target community groups	Programs delivered for Seniors, Culturally and Linguistically Diverse (CALD), Children / Youth	
1.1.3.4	Introduce an integrated customer satisfaction system to canvas the experience and satisfaction of library users	Integrated customer satisfaction system implemented	
1.1.3.5	Broaden the delivery of programs within museum and heritage services to support community engagement with heritage	Delivery of programs targeting schools, families, seniors and adults	
1.1.3.6	Improve access to heritage information through content creation and digital access to heritage collections	Content created and an increase in the digitally available materials	











1.2: EVENTS

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
1.2.3.1	Deliver key annual events including Australia Day, New Year's Eve Light Up the Sky, Night Markets and activations in Macquarie Mall, Christmas in the Mall, NAIDOC celebrations and Seniors Concert	Events delivered, attendance records and customer satisfaction (via on-site and post event surveys)	
1.2.3.2	Deliver "Family Fun Days" suburban activation	Event delivered	
1.2.3.3	Deliver key annual ceremonies including ANZAC Day Dawn Service, Remembrance Day Service, Order of Liverpool Awards, Australia Day Awards	Commemorations and anniversaries delivered as scheduled	
1.2.3.4	Deliver annual citizenship ceremonies	Citizenship ceremonies delivered as scheduled	
1.2.3.5	Deliver civic ceremonies for Council priority projects	Civic ceremonies delivered as scheduled	
1.2.3.6	Acknowledge community achievements, significant milestones and special events	Number of community initiatives supported	







1.3: RECREATION AND COMMUNITY FACILITIES

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
1.3.3.1	Implement the Leisure Centre Management contract 2023-2032	Management contract implemented	
1.3.3.2	Develop a sporting and community facility grants calendar	Calendar developed	
1.3.3.3	Finalise Council Policy document that supports a responsive and effective mechanism to support sporting clubs and Non-Government Organisation (NGO) applications for infrastructure development grants	Council Policy implemented	
1.3.3.4	Ensure that all statutory and risk compliance obligations are met	100% risk and audit documents reviewed and completed on time	
1.3.3.5	Ensure that Council leisure centres are operated in a safe and effective manner	Achieve a score of 92% in bi-annual Aquatic Facility Safety Assessments conducted by Royal Life Saving Society of NSW	
1.3.3.6	Implement a revised Expression of Interest (EOI) process for permanent hire of community facilities and sporting venues to maximise occupancy and support continuity of services	Implementation	
1.3.3.7	Undertake a thorough review of the effectiveness of the Liverpool Sports Committee as a primary conduit for engagement with Sporting Clubs throughout the LGA	Review of Sports Committee Undertaken and reported to Council	




1.4: COMMUNITY DEVELOPMENT AND PLANNING

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
1.4.3.1	Ensure actions in Council's Reconciliation Action Plan and obligations under the land council partnership agreement is represented and delivered to the advancement of First Nations people in Liverpool	Programs and initiatives delivered	
1.4.3.2	Implement actions from the Disability Inclusion Action Plan (DIAP), Reconciliation Action Plan (RAP), Positive Ageing Action Plan, and Liverpool Pan Pacific Safe Community Program	Programs and initiatives delivered	
1.4.3.3	Deliver the National Community Hubs Program (NCHP) in partnership with local schools and Community Hubs Australia	Program delivered as per agreed outcomes with funding body	
1.4.3.4	Convene committee meetings (Youth Council, Aboriginal Consultative, Community Safety and Crime Prevention, and Access)	Monthly and quarterly meetings convened	
1.4.3.5	Facilitate Council's Grants, Donations and Corporate Sponsorship Program	Number of programs funded by grants	
1.4.3.6	Deliver the 2168 Children's Parliament project	<ul style="list-style-type: none"> • Minimum of 10 workshops delivered • Two Parliament sittings held 	
1.4.3.7	Leverage the network of internal and external stakeholders to ensure the coherent delivery of quality programs that promote social, physical and mental well-being to vulnerable people in the community	Number of programs delivered	
1.4.3.8	Ensure a proactive approach to the submission of grant funding applications to support the delivery of programs, services and activities within the Community Development remit	<ul style="list-style-type: none"> • Number of grant applications submitted • Number of successful applications 	
1.4.3.9	<p>Deliver social infrastructure planning projects in established and new release areas including:</p> <ul style="list-style-type: none"> • Georges River Parklands and Chipping Norton Lakes; and • Edmondson Park and Austral. <p>Commence review and planning for:</p> <ul style="list-style-type: none"> • Priority Austral pocket parks and playgrounds following land acquisition; • Plans of Management and four sports facility masterplans; • Hammondville Park Plan of management priorities including planning for Aquatic and Lifestyle Centre; • Citywide social infrastructure strategies and action plans including supporting Bradfield and Aerotropolis planning by Western Sydney Planning Authority; and • Support options within Western Sydney Parklands to develop business cases briefs for regional recreation opportunities. 	Planning for social infrastructure in priority areas are completed	
1.4.3.10	Develop Animal Shelter Masterplan	Delivery of Masterplan	


















1.5: CHILDREN'S SERVICES

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
1.5.3.1	Continue the established partnership with Macquarie University participating in the Observe, Reflect, Improve Children's Learning (ORICL) pilot study. A tool to enrich pedagogy and practice of infant-toddler educators	Implementation of pilot study, research and data collection with a phased plan of roll out	
1.5.3.2	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	A program is available for university students to complete practicums within Council's Children's Services ensuring they have the opportunity to learn in high quality services	
1.5.3.3	Undertake service review of Children's Services with the aim to increase capacity	Service review completed	
1.5.3.4	Establish a new childcare service centre at Civic Place by January 2025	Civic Place Childcare Service Centre is operational	
1.5.3.5	Work with external stakeholders to deliver programs within the community to enhance social outcomes for vulnerable children	Transition to school programs and supported playgroups are delivered within the community. Child and family support officer is a key liaison with NGO's and support services in the LGA	
1.5.3.6	Work in partnership with the South Western Sydney Local Health District to deliver the Brighter Beginnings initiative within all early education and care centres	Brighter Beginnings initiative will be introduced initially at Warwick Farm Early Education and Care Centre and then rolled out to all other centres	



1.6: ARTS AND CULTURE

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
1.6.3.1	Deliver the annual exhibitions and community/cultural festival programs and film festival	Attendance, patron surveys, media and publicity coverage	
1.6.3.2	Deliver a diverse Theatre, Music, Matinee and Entertainment Program for various audiences including Seniors, Culturally and Linguistically Diverse (CALD) and young audiences	Delivery of CPAC theatre, matinee and entertainment programs	
1.6.3.3	Develop a new business and expand CPAC's capabilities and market appeal as a hireable space	New client and sales acquisitions, long-term hires and partnerships, passive sales opportunities	















1.7: CITY PLANNING AND URBAN DESIGN

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
1.7.3.1	Progress the Public Art Strategy	Strategy progressed	
1.7.3.2	Deliver the ANZAC 'Defence not Defiance' Memorial Sculpture project	Project delivered	
1.7.3.3	Complete the Liverpool City Centre Public Domain Technical Manual	Technical manual completed	
1.7.3.4	Initiate Connecting to Country Framework	Connecting to Country Framework initiated	
1.7.3.5	Progress the delivery of Liverpool Pioneers Memorial Park conservation works	Conservation works progressed	
1.7.3.6	Progress the Comprehensive Heritage Study	Project progressed	
1.7.3.7	Complete resolved concept design for George Street and Moore Street cycleway project	Resolved concept design completed	
1.7.3.8	Review and update Council's existing Tree Management Policy, and develop a Tree Management Strategy and Tree Management Technical Guidelines	Tree Policy, Management Strategy and Technical Guidelines adopted by Council	
1.7.3.9	Ensure 95% of system availability for the lodgement of applications	Data analytics	
1.7.3.10	Process Section 10.7 planning certificates within five business days	Data analytics	
1.7.3.11	Ensure legislative amendments are updated on Council's Planning Portal	Comparison with legislative website	
1.7.3.12	Maintain and improve the integration between Council business Systems and the Department of Planning and Environment (DPE) online NSW Planning Portal	Maintenance records and data analytics	
1.7.3.13	Complete IPART submission and Aerotropolis Contributions Plans	Plan adopted by Council	
1.7.3.14	Finalise Aerotropolis Contribution Plan for land identified under the State Environmental Planning Policies (SEPP)	Plan completed	
1.7.3.15	Complete training for new development staff on contributions and planning agreement processes	New staff trained within one month	
1.7.3.16	Ensure standard templates are available on Council's website for all phases of a planning agreement	Data analysis	
1.7.3.17	Adopt a Policy for Voluntary Planning Agreement and Work In Kind Agreements	Policy Adopted	

1.8: ANIMAL MANAGEMENT

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
1.8.3.1	Rehome animals	75% dogs rehomed 40% cats rehomed	
1.8.3.2	Reunite identified animals with their owners	90% of animals reunited with their owners	

1.9: CITY INFRASTRUCTURE DELIVERY AND CONSTRUCTION

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
1.9.3.1	Complete the Community Centre and Children Care Centre Rehabilitation Program	Successful completion of program to time, cost and quality targets	
1.9.3.2	Complete the Sports Amenity Building Upgrade Program	Completion of project on time, quality, and budget	
1.9.3.3	Complete the Road Rehabilitation Program	Successful completion of program to time, cost and quality targets	
1.9.3.4	Complete the new Footpath Capital Works Program	Successful completion of program to time, cost and quality targets	
1.9.3.5	Complete the Playground Replacement Program	Successful completion of program to time, cost and quality targets	
1.9.3.6	Complete the Solar Light Program	Successful completion of program to time, cost and quality targets	
1.9.3.7	Complete Governor Macquarie Drive Intersection upgrade works	Successful completion of project to time, cost and quality targets	
1.9.3.8	Finalise land acquisition and commence construction delivery for Basin 14, Austral	Complete land acquisition as per project plans and commence construction	
1.9.3.9	Finalise land acquisition and commence construction delivery for Basin 29, Austral	Complete land acquisition as per project plans and commence construction	
1.9.3.10	Prepare detailed design and tender documentation for Middleton Drive/M7 Underpass, Middleton Grange	<ul style="list-style-type: none"> Design and approval complete to project brief Engagement of contractor complete 	
1.9.3.11	Prepare detailed design documentation, gain approval, and commence land acquisition for the upgrade of Edmondson Avenue, Austral	<ul style="list-style-type: none"> Detailed design documentation completed to scope Commencement of land acquisition 	
1.9.3.12	Undertake design and construction of Carnes Hill outdoor sporting and recreation facilities	Commence procurement for the detailed design	
1.9.3.13	Install organic infill on sporting field at Ernie Smith Reserve, Moorebank	Organic infill installed	
1.9.3.14	Install floodlighting on sporting field at Ernie Smith Reserve, Moorebank	Floodlighting installed	

1.9: CITY INFRASTRUCTURE DELIVERY AND CONSTRUCTION (CONTINUED)

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
1.9.3.15	Upgrade 20 change rooms at sporting facilities in the LGA	Change rooms (general and women's) upgraded	
1.9.3.16	Upgrade of awning and construction of a pavilion at South Park, Charlton Avenue, Chipping Norton	Awning upgraded and pavilion installed	
1.9.3.17	Complete the Parks and Sports Field Upgrade Program	Successful completion of project on time, quality and budget	
1.9.3.18	Deliver Macquarie Street Streetscape Improvement Project	<ul style="list-style-type: none"> • 80% detail design complete and stakeholders are consulted • 100% final detail design and document complete • Street lighting design complete • Contracts awarded for lighting, utility relocations and traffic control signal upgrade • Streetscape contract awarded • Macquarie mid-block construction complete 	
1.9.3.19	Deliver Scott Street Streetscape Improvement Project	<ul style="list-style-type: none"> • 80% detail design complete and stakeholders are consulted • 100% final detail design and document complete • Street lighting design complete • Contracts awarded for lighting, utility relocations and traffic control signal upgrade Streetscape contract awarded Construction works in progress 	
1.9.3.20	Deliver Railway Street Streetscape Improvement Project	<ul style="list-style-type: none"> • 80% detail design complete and stakeholders are consulted • 100% final detail design and document complete • Street lighting design complete • Contracts awarded for lighting, utility relocations and traffic control signal upgrade Streetscape contract awarded Construction works in progress 	
1.9.3.21	Undertake procurement, commence detailed design and approval process, and commence construction delivery for Brickmaker's Creek	Commence detailed design and approval process	
1.9.3.22	Undertake procurement of design team and progress towards tender for construction of Carnes Hill Aquatic and Leisure Centre	Procurement of design team and design documentation	
1.9.3.23	Finalise design and approvals for Light Horse Park redevelopment and commence construction	<ul style="list-style-type: none"> • Design and approval finalised • Construction commenced 	

STRATEGIC OBJECTIVE 2 LIVEABLE, SUSTAINABLE, RESILIENT



- 2a – Deliver a beautiful, clean and inviting city for the community to enjoy
- 2b – Manage stormwater and drainage infrastructure to mitigate risk to the environment and the community
- 2c – Deliver and advocate for a sustainable, cool and green city
- 2d – Promote and advocate for an integrated transport network with improved transport options and connectivity
- 2e – Protect and enhance our natural environment and increase the city’s resilience to the effects of natural hazards, shocks and stresses
- 2f – Manage waste effectively and maximise recycling opportunities
- 2g – Deliver effective and efficient planning and high-quality design to provide best outcomes for a growing city



50% COMPLETE










50% IN PROGRESS


2.1: CITY WASTE AND RECYCLING

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
2.1.3.1	Manage the Community Recycling Centre and household problem waste	Continue to manage the Community Recycling Centre and household problem waste	
2.1.3.2	Maintain the cleanliness of public spaces by monitoring illegal dumping throughout Liverpool	Maintain 95% of the street sweeping program, spanning 3600 kilometres within schedule Maintain 95% of the public bin servicing and CBD cleaning program within schedule	
2.1.3.3	Educate the community in waste disposal	<ul style="list-style-type: none"> • Deliver education initiatives for Council events and projects • Participate in Western Sydney Regional Organisations of Council (WSROC) initiatives • Deliver waste education programs including Clean Up Australia Day and Household Chemical Cleanout 	


2.2: CITY MAINTENANCE

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
2.2.3.1	Deliver the road maintenance and footpath program, including road shoulders, kerb and gutter and sign repairs and CBD maintenance	Customer requests and program works are completed within the specified timeframe	
2.2.3.2	Complete a review of parks operational structure and maintenance requirements	Ensure service levels are in line with community expectations by June 2024	
2.2.3.3	Conduct a service review of the maintenance of Council's parks, sports and open spaces	Service review completed and outcomes reported	
2.2.3.4	Undertake the tree management program, including tree planting and replacement	Satisfactory response of customer requests and feedback	
2.2.3.5	Ensure Council's facilities meet existing building compliance levels including leisure centres, community centres, childcare centres, heritage buildings, libraries and museum	Percentage of annual fire safety statements up to date as scheduled	
2.2.3.6	Deliver safety, emergency and reactive maintenance to Council buildings and community facilities	Percentage of customer requests closed	
2.2.3.7	Support the Rural Fire Service (RFS) and State Emergency Service (SES), including emergency maintenance of facilities	Support provided to the RFS and SES as requested	





2.3: STRATEGIC TOWN PLANNING

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
2.3.3.1	Liverpool LEP Phase 2 - Implement actions from strategies including the Liverpool LSPS, Local Housing Strategy, Centres and Corridors Strategy, and Industrial and Employment Lands Strategy	Implementation of actions	



2.4: REGULATORY COMPLIANCE

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
2.4.3.1	Obtain a list of regulatory inspections	Meets targets of needs analysis program	









2.5: DEVELOPMENT ASSESSMENT

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
2.5.3.1	Assessment of Development Applications	<ul style="list-style-type: none"> Adhere to the performance measures associated with Development Assessment, as outlined in the Environmental Planning and Assessment (Statement of Expectations) Order 2024 Determine development applications of a minor nature (dwellings, secondary dwellings, ancillary residential structures) within an average of 40 days from lodgement 	
2.5.3.2	Pre-Development Application (pre-DA) Advice	Provide meeting minutes to Applicants within 10 business days of meeting date for 90% of applications	
2.5.3.3	Subdivision works certificates	Complete subdivision work certificates within 60 business days for 90% of applications	
2.5.3.4	Subdivision certificates	Complete subdivision certificates within 25 business days for 90% of applications	

2.6: ENVIRONMENTAL PLANNING AND MANAGEMENT

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
2.6.3.1	Undertake remediation of high priority contaminated sites	Completion of Remediation Action Plans (RAPs) and progress against the RAPs	
2.6.3.2	Development of an Electric Vehicle Charging Stations on Public Land Policy	Council endorsement	

2.7: INFRASTRUCTURE AND FLOODPLAIN PLANNING AND MANAGEMENT

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
2.7.3.1	Update Council's Transport Asset Management Plan	Updated condition survey data of 25% of the road network	
2.7.3.2	Staged Implementation of Strategic Maintenance Planning (SMP), Predictor Platform and Work Planner modules for Transport, Drainage, Building and Open Space Assets	Module implemented for Open Space Asset portfolio	
2.7.3.3	Complete detailed design for various flood mitigation and storm water drainage improvement works in Rossmore	Detailed designs completed	
2.7.3.4	Complete concept design for Fourth Avenue upgrade (between Fifth Avenue and Tenth Avenue), Austral	Concept design completed	
2.7.3.5	Complete concept and detailed design for road and culvert upgrade at Jardine Drive, Edmonson Park	Concept and detailed design completed	
2.7.3.6	Complete concept and detailed designs for road projects funded under the NSW Government's Black Spot Program	Concept and detailed design completed	
2.7.3.7	Undertake water quality monitoring at major rivers and creeks	Monitoring completed	
2.7.3.8	Review of Cabramatta Creek Catchment Overland Flood Study, Stage 1	Study completed	

STRATEGIC OBJECTIVE 3 EVOLVING, PROSPEROUS, INNOVATIVE



- 3a – Continue to invest in improving and maintaining Liverpool’s road networks and infrastructure
- 3b – Promote and deliver an innovative, thriving and internationally recognised city
- 3c – Market Liverpool as a business destination and attract investment
- 3d – Implement planning controls and best practice urban design to create high-quality, inclusive urban environments
- 3e – Facilitate quality local employment, training and education opportunities
- 3f – Develop the economic capacity of local businesses and industries
- 3g – Maintain strong relationships with agencies, stakeholders and businesses to achieve beneficial outcomes for the City



24% COMPLETE





76% IN PROGRESS







3.1: ECONOMIC AND COMMERCIAL DEVELOPMENT

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
3.1.3.1	Implement the Economic Development Strategy	Actions from the Economic Development Strategy implemented	
3.1.3.2	Implement the Small Business Strategy	Actions from the Small Business Strategy implemented	
3.1.3.3	Implement the Destination Management Plan	Actions from the Destination Management Plan implemented	
3.1.3.4	Develop the SBS Attraction Strategy	Actions from the strategy implemented	
3.1.3.5	Develop and deliver a tourism marketing ecosystem and campaign	Tourism marketing ecosystem and campaign delivered	
3.1.3.6	Manage Crown Land tenancies	Management and completion of leases in accordance with the Crown Land Management Act 2016	
3.1.3.7	Commence investigation to redevelop two Council carparks in the Liverpool CBD	<ul style="list-style-type: none"> • Investigation completed • Development partner secured 	
3.1.3.8	Deliver the land acquisition program with a focus on the prioritised detention basin and open space sites	<ul style="list-style-type: none"> • Number of offers made • Number and value of acquisitions completed 	
3.1.3.9	Progress with the acquisitions for the widening of Edmonson Road	<ul style="list-style-type: none"> • Number of offers made • Number and value of acquisitions completed 	

3.1: ECONOMIC AND COMMERCIAL DEVELOPMENT (CONTINUED)

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
3.1.3.10	Progression of land acquisitions associated with Governor Macquarie Drive upgrade and road widening (Stage 2)	<ul style="list-style-type: none"> Number of offers made Number and value of acquisitions completed 	
3.1.3.11	Assess Land Acquisition Hardship claims	Compulsory acquisition	

3.2: TRAFFIC AND TRANSPORT PLANNING

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
3.2.3.1	Hold six Liverpool Traffic Committee Meetings	Six meetings are held, and minutes reported to Council	
3.2.3.2	Prepare funding submissions under the Federal Black Spot Program	Funding submissions under the Federal Black Spot Program submitted within the required timeframe	
3.2.3.3	Determine road permit applications	Assessment to be completed within 10 days	
3.2.3.4	Co-ordinate and provide Council's input on Transport for NSW (TfNSW) major transport infrastructure projects in the LGA	Advice provided within timeframes required by TfNSW	
3.2.3.5	Make representations on regional traffic and transport planning and improvements including Fifteenth Avenue upgrade	<ul style="list-style-type: none"> Response to Council resolutions and/or initiatives within required timeframe Provide input in the design Fifteenth Avenue upgrade 	
3.2.3.6	Manage Council's parking assets including CBD on street parking, car parks, parking equipment, parking permit schemes road and laneway closures	Respond to requests within 14 days and/or required timeframes for major changes	

STRATEGIC OBJECTIVE 4 VISIONARY, LEADING, RESPONSIBLE





- 4a – Place customer satisfaction, innovation and best practice at the centre of all operations
- 4b – Position Council as an industry leader that plans and delivers services for a growing city
- 4c – Ensure Council is accountable and financially sustainable through the strategic management of assets and resources
- 4d – Demonstrate a high standard of transparency and accountability through a comprehensive governance framework
- 4e – Embrace Smart City initiatives by improving digital connectivity and smart technology






 **70% COMPLETE**

 **30% IN PROGRESS**














4.1: CUSTOMER SERVICE

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
4.1.3.2	Manage customer requests and transactions in line with best practice	Customer transactions	
4.1.3.3	Review after hours service to identify most efficient and effective model	Model assessed	

4.2: GOVERNANCE AND CORPORATE MANAGEMENT

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
4.2.3.1	Co-ordinate and deliver Council's monthly meeting agenda papers and meeting minutes	<ul style="list-style-type: none"> • Council meeting agenda papers posted on Council's website at least three days before Council meeting, in line with the Code of Meeting Practice • Council meeting minutes posted on Council's website within 48 hours of the meeting 	
4.2.3.2	Ensure Mayoral and Councillor requests are responded to as policy requirements	Responses provided within two business days	
4.2.3.3	Manage Mayoral and Councillor community and stakeholder engagement	Response and attendance	
4.2.3.4	Deliver 24 Community Forums and engagement opportunities to understand community aspirations	Delivery of Community Forums and engagement opportunities	
4.2.3.5	Develop the Liverpool 2050 Strategy	Strategy developed	
4.2.3.6	Undertake a community engagement campaign to inform the development of a University City Strategy	Universities engaged	







4.2: GOVERNANCE AND CORPORATE MANAGEMENT - CONTINUED.

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
4.2.3.7	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	Integrated Planning and Reporting requirements are met	
4.2.3.8	Report on the service review of Council's nominated service area/s	Outcome of service review reported in Council's Annual Report	
4.2.3.9	Co-ordinating the review of the Community Strategic Plan and accompanying documents	Review of plan and accompanying documents completed	
4.2.3.10	Delivery of stakeholder engagement to inform Council plans and strategies	Two engagement sessions held	
4.2.3.11	Develop local and international partnerships with government and nongovernment agencies to benefit the city and community	Two partnerships engaged	
4.2.3.12	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	Initiatives implemented	
4.2.3.13	Play a lead role in the Western Sydney Parks, Sydney's Parkland Councils and ensure Liverpool's interests are represented	Initiatives implemented	
4.2.3.14	Coordinate the Committee for Liverpool to address economic, social, governance, infrastructure and amenity issues in Liverpool	Host quarterly meetings	
4.2.3.15	Deliver on Audit, Risk and Improvement Committee responsibilities	Ensure 95% of Audit Risk and Improvement Committee (ARIC) actions are completed within the required timeframe	
4.2.3.16	Implementation of digital transformation of Council's systems	Council's digital systems are maintained up-to-date, supported and effectively support business objectives and customer services	
4.2.3.17	Provide Information Technology services and support to Council	Information Technology services are available, innovative and secure, while maintained and supported using industry best-practices	
4.2.3.18	Deliver rate instalments	Distribution of rates yearly and quarterly where required	
4.2.3.19	Implement Key Result Areas (KRAs) and initiatives of the Workforce Management Strategy	Ensure Key Performance Indicators (KPIs) of the Workforce Management Plan are met	





4.2: GOVERNANCE AND CORPORATE MANAGEMENT - CONTINUED.

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
4.2.3.20	Ongoing review of each Workforce Management Strategy initiative within the People and Culture Team to ensure tracking to planned delivery date	Management control of the milestones to ensure the Workforce Management Strategy KPI's are met	
4.2.3.21	Manage Council's complaints process and public interest disclosures	Develop and implement the Public Interest Disclosures Policy	
4.2.3.22	Manage Council's privacy responsibilities	Develop and implement Data Breach Policy	
4.2.3.23	Provide legal services and advice to Council	Review Legal Services Policy and report on services provided	
4.2.3.24	Implement a centralised Council Contract Register	Contracts register implemented and managed	
4.2.3.25	Streamline Council's procurement processes to improve efficiencies	Procuring goods and services are achieved efficiently	

4.3: FINANCIAL MANAGEMENT

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
4.3.3.1	Lodge monthly Business Activity Statement Returns	Lodgement of Business Activity Statement Returns within statutory timeframe	
4.3.3.2	Lodge Annual Fringe Benefits Tax Return	Lodgement of Annual Fringe Benefits Tax Return within statutory timeframe	
4.3.3.3	Lodge Audit of Financial Statements with Office of Local Government	Lodgement of Financial Statements within statutory timeframe	
4.3.3.4	Complete Unqualified Audit of Financial Statements report	Completion of Unqualified Audit of Financial Statements report within required timeframe	
4.3.3.5	Prepare Council's Operating Budget and Capital Expenditure Program	Delivery of Operating Budget and Capital Expenditure Program within statutory timeframe	
4.3.3.6	Ensure that Council's investments and reporting obligations comply with the <i>Local Government Act 1993</i> and <i>Local (General) Regulation 2005</i>	Ensure statutory compliance is adhered	

4.4: COMMUNICATIONS

ID	DETAILED ACTION	EVALUATION OF SUCCESS	STATUS
4.4.3.1	Promote the City of Liverpool through the delivery of communication campaigns	Awareness generated through media platforms	
4.4.3.2	Produce one video to support monthly event initiatives across the CBD	Event attendance and promotion through measurement of video views and engagement	
4.4.3.3	Deliver Council's social media presence across all platforms	Social media impressions data insights	
4.4.3.4	Produce scheduled communications content including media releases, printed newsletters, electronic version booklets, pamphlets and quarterly editions of Liverpool Life	<ul style="list-style-type: none"> Individual campaign analytics, website visits, forms and surveys Community feedback 	

PART 5 **STATUTORY REPORT**

5.1 Service Reviews

Council committed to undertaking four service reviews during the Delivery Program period, in line with the Office of Local Government (OLG) requirements. By 30 June 2025, all four reviews have been delivered. These reviews have focused on strengthening governance, improving efficiency, and ensuring Council services remain responsive to community expectations and future growth.

Service Area Review	Consolidated Outcomes and Actions
<p>Development Assessment (DA)</p>	<p>A key outcome of the DA Review has been a material reduction in the average time required to assess development applications. This has significantly improved customer experience and provided faster, more consistent results for applicants and the community. To achieve this, all recommendations from the DA Audit were implemented, targeting governance improvements, process streamlining, and removal of bottlenecks. Performance monitoring frameworks are now embedded to sustain these improvements over the long term.</p>
<p>Library Services</p>	<p>In 2023 Liverpool City Council determined to review the Council’s library service in accordance with this IP&R framework to understand the current operations and determine if those operations would meet the changing needs of the community in the future.</p> <p>Jan Richards consulting was engaged to carry out this review. The review was focused on three areas:</p> <ul style="list-style-type: none"> • Benchmarking of Liverpool services against comparable services; • Reviewing the current service delivery model across the Liverpool Library network; and • Considering alternative service delivery models and their application in Liverpool. <p>A detailed implementation plan will be presented to ARIC in July 2025, outlining the timeline and milestones for each of the actions to be undertaken.</p>
<p>Children’s Services</p>	<p>Semann & Slattery Consulting completed a comprehensive review of Council’s Children’s Services (received early 2025). The review was presented to the Audit, Risk & Improvement Committee on 28 April 2025.</p> <p>Following a thorough discussion, several key action areas were identified to strengthen governance, financial transparency, and future planning for Council’s Children’s Services. A detailed implementation plan will be presented to ARIC in October 2025, outlining the timeline and milestones for each of the actions to be undertaken. This will ensure accountability, track progress, and support effective oversight of the agreed initiatives.</p>

Service Area Review	Consolidated Outcomes and Actions
Parks and Open Space Maintenance	<p>The review undertaken in March 2023 assessed the efficiency and sustainability of parks and open space maintenance. It trialled new operating models, introduced telematics to improve fleet and asset utilisation, and established a Tree Management Framework. These initiatives have delivered improvements in responsiveness and asset management.</p> <p>Building on this foundation, the Parks Review 2.0 will be undertaken through the “Service Reviews in a Box” program in the 2025/2026 period, enabling benchmarking with peer councils, stronger workforce planning, and closer alignment between service levels and financial investment.</p>

Provided in accordance with Section 428 (3), of the *Local Government Act* and Essential Element 5.3, Integrated Planning and Reporting Guidelines.

5.2 Action taken by the council in relation to any issue raised by the Anti-Slavery Commissioner during the year

The Anti-slavery Commissioner did not raise any issues with Liverpool City Council concerning the operations of Council during the 2024-2025 financial year.

Provided in accordance with section 428(4)(c) of the *Local Government Act 1993*.

5.3 Statement of steps taken to ensure that goods and services procured by and for the council during the year were not the product of modern slavery within the meaning of the *Modern Slavery Act 2018*

Liverpool City Council typically purchases goods and services either in accordance with its standard terms and conditions or drawing upon frameworks established by prescribed agencies such as Local Government Procurement and Procurement NSW. Council’s terms and conditions oblige the contractor to:

- Comply with legal requirements in relation to modern slavery and take reasonable steps to eliminate modern slavery or human trafficking from supply chains;
- Provide warranties that the contractor’s business is conducted consistent with the principles of the Modern Slavery Act 2018, that no offences have been committed involving modern slavery or human trafficking and that they are not under investigation;
- Conduct due diligence over the contractor’s supply chain;
- Report incidents of modern slavery in the supply chain; and
- Provide a copy of any modern slavery statement the contractor is required to prepare. Council reviewed its templates during the 2023-24 financial year and introduced a change in 2024-2025 to require tenderers to complete a questionnaire in relation to modern slavery.

Provided in accordance with section 428(4)(d) of the *Local Government Act 1993*.

5.4 Environmental upgrade agreements

Liverpool City Council did not enter into any Environmental Upgrade Agreements in the 2024/25 financial year.

Provided in accordance with Section 54P (1) of the *Local Government Act 1993*.

5.5 Report on activities funded via a Special Rate Variation (SRV) of general income

Council's 10-year reporting obligation on capital expenditure funded through the Special Rate Variation was completed in 2024-25.

5.6 Amount of rates and charges written off during the year

Pensioner concessions	
Mandatory pensioner rate reductions	\$2,257,147
Voluntary pensioner rate reductions	\$179,457
Postponed rates written off	\$134,432
Other rates and charges written off	
NIL	NIL

Provided in accord with clause 132 of the *Local Government (General) Regulation 2021*.

5.7 Councillor induction and professional development

i) **The name of the mayor or councillors that completed any induction training, refresher or supplementary course during the year**

Under section 232 of the *Local Government Act 1993 (NSW)*, as amended in 2016, Councillors have a duty to “make all reasonable efforts to acquire and maintain the skills necessary” for their role. In support of this, the Act, associated regulations, and section 23A guidelines require councils to provide induction and ongoing professional development programs. These measures ensure Mayors and Councillors are equipped for effective governance, sound decision-making, and strong community leadership.

Liverpool City Council's Mayor and Councillors undertook induction, refresher, and supplementary training during the 2024–2025 financial year. Following the next Council election, a formal onboarding induction program was delivered.

In addition to the formal program, further training opportunities were communicated through Councillor memos, and individual Training and Development Plans were formally delivered for each elected official.

ii) The name of the mayor and each councillor who participated in any ongoing professional development program during the year

Mayor Ned Mannoun, Deputy Mayor Peter Harle, and Councillors Fiona Macnaught, Dr Betty Green, Clr Richard Ammoun, Clr Sam Karnib, Clr Mira Ibrahim, Clr Matthew Harte, Clr Peter Ristevski, Clr Emmanuel Adjei, Clr Ethan Monaghan participated in ongoing professional development during the 2024-2025 financial year.

iii) The number of seminars, circulars and other activities provided to the mayor and councillors as part of a professional development program during the year

A total of six (6) onboarding training sessions were held across several sessions within the first six months. Training sessions included Code of Conduct, Code of Meeting Practice, Media Training, WHS Briefing (CivicRisk Mutual Briefing), Governance and Risk Management and Budget Induction and Briefing. In addition to the formal onboarding program, further training opportunities were communicated through Councillor memos, and individual Training and Development Plans were formally delivered for each elected official.

Provided in accordance with section 186 of the *Local Government (General) Regulation 2021*.

5.8 Details of overseas visits by councillors and council staff or personnel representing Council

Purpose	Destination	Participants	Date
International Federation of Library Associations and Institutions (IFLA) Awards - Yellamundie Library and Gallery	Barcelona, Spain	Director Community and Lifestyle Manager Libraries and Museum	October 2024
5 th Annual Aerotropolis Summit <i>This trip was self-funded</i>	Hong Kong	Councillor Ristevski	May 2025

Provided in accordance with section 217(1)(a) of the *Local Government (General) Regulation 2021*.

5.9 Mayoral and councillor fees, expenses and facilities/ councillors' allowances and civic function costs

Mayoral Fees	\$98,510
Councillors Fees	\$344,997

Mayor and Councillor Expenses	Amount
Office equipment and stationery	\$ 1,589
Computer Hardware	\$40,175
Mobile phone and IT expenses	\$3,062
Mobile phone purchases	\$3,265
Conference and seminars	\$24,468
Induction training and professional development	\$7,987
Other training and provision of skill development	\$840
Southwest Regional Planning Panel Allowance	\$29,700
Professional Services	\$1,850
Interstate visits (Mayor and Councillors)	\$19,506
General Hire	\$8,172
Overseas visits (Mayor and Councillors)	-
Partner/spouse expenses	-
Provision of childcare	-
Other miscellaneous expenses	\$3,147
Total Councillor Expenses	\$587,268

Provided in accordance with section 217(1)(a1), (i),(ii),(iii),(iiia),(iv),(v),(vi),(vii),(viii) of the *Local Government (General) Regulation 2021*.

5.10 Contracts awarded by Council exceeding \$150,000 including GST

In the 2024-25 financial year Council delivered 39 new contracts with a combined value of \$563 million. This below list excludes employment contracts or contracts less than \$150,000.

CONTRACTOR(S)	CONTRACT DESCRIPTION	ESTIMATE PAYMENTS OVER CONTRACT TERM (GST INCLUSIVE)
Cleanaway Pty Ltd	Receival, Processing or Disposal of Waste, Organics and Bulky Waste (Disposal of Waste)	Schedule of Rates
Bingo Waste Services Pty Ltd	Receival, Processing or Disposal of Waste, Organics and Bulky Waste (Disposal of Waste)	Schedule of Rates
Australian Native Landscapes Pty Ltd	Receival, Processing or Disposal of Waste, Organics and Bulky Waste (Disposal of Waste)	Schedule of Rates
The Civil Experts Pty Ltd T/A T.C.E Contracting	LHP Early Works Civil and Carpark Construction Works	\$5,371,264
Aqua-Assets Pty Ltd	Stormwater Drainage Pipe Rehabilitation Works	Schedule of Rates
Pipe Management Australia Pty Ltd	Stormwater Drainage Pipe Rehabilitation Works	Schedule of Rates
Interflow Pty Limited	Stormwater Drainage Pipe Rehabilitation Works	Schedule of Rates
TDM Pipeline Solutions Pty Ltd	Stormwater Drainage Pipe Rehabilitation Works	Schedule of Rates
Total Drain Cleaning Services Pty Ltd	Stormwater Drainage Pipe Rehabilitation Works	Schedule of Rates
Stydall Pty Ltd T/A Executive Collections	Debt Recovery Services	\$3,894,740
All Civil Media Pty Ltd	Facility Material Transfer	\$1,800,000
Ausroad Manufacturing Pty Ltd	Supply & Deliver Three Road Maintenance Trucks	\$1,706,089
Knights and McAuley Pty Ltd	Detailed Design and Documentation – Brickmakers Creek Woodward Park	\$1,529,935
Elec Comm Group Pty Ltd	Installation of Multifunction Street Lighting Poles and Feature Lighting for Macquarie Street	\$1,067,675
Colliers International (NSW) Pty Ltd, Department of Regional NSW T/A NSW Public Works	Project Management Services for Property and Easement Acquisitions	\$880,000
Auscape Pty Ltd	Affleck Gardens Park Development	\$880,000

CONTRACTOR(S)	CONTRACT DESCRIPTION	ESTIMATE PAYMENTS OVER CONTRACT TERM (GST INCLUSIVE)
ADW Johnson Pty Ltd	Undertaking Concept and Detail Design of Denham Court Road	\$879,671
Simpson Family Trust T/A Simpson Landscapes & Consultants Pty Ltd	McGirr Park Upgrade	\$849,257
Civil Constructions Pty Ltd	Flood Mitigation Works at May Avenue Rossmore	\$827,890
Asplundh Tree Expert (Australia) Pty Ltd T/A The Landscape Team Australia	Collimore Park Regional Play Space Upgrade	\$790,527
Adtrans Sydney Pty Ltd	Supply and Deliver Six Parks Crew Cab 4x2 GVM Auto Tipper	\$740,036
Ford Civil Contracting Pty Ltd	Remediation of Asbestos Contaminated Soil and Landscape Improvements at Angle Park, Chipping Norton	\$721,736
Convil Group Pty Ltd	Pye Hill Reserve Regional Trail	\$652,900
GJS Landscapes Pty Ltd	Pye Hill Reserve Key Suburb Park Upgrade	\$578,593
Kandui Technologies Pty Ltd	600 Cowpasture Lease Agreement	\$500,000
Aecom Australia Pty Ltd	Cycleway Design Moore Street and George Street	\$431,374
Good Sight Australia Pty Ltd	Truck Wash Machine	\$406,924
Adtrans Sydney Pty Ltd	Supply and Deliver Three GVM 4x2 Trucks	\$379,873
Tunza Pty Ltd	Lease Agreement – Café at Phillips Park Community Centre – 66 Hill Road, Lurnea NSW	\$369,788
Growth Civil Landscapes Pty Ltd	Construction of Aboriginal Garden at Apex Park	\$366,755
Citywide Civil Works	Construction of Camden Valley Way Shared Path	\$335,665
Catchment Simulation Solutions Pty Ltd	Review of Liverpool Overland Flow Path Studies - Cabramatta Creek Catchment - Stage 1, 2 & 3	\$274,428
Adtrans Sydney Pty Ltd	Supply and Deliver one GVM 4x2 tipper with Crane	\$272,678
Group GSA Pty Ltd	Landscape Architectural Services - Design of Carnes Hill Reserve	\$189,530
Durkin Construction Pty Ltd	Pavement Investigation Program	\$187,702

CONTRACTOR(S)	CONTRACT DESCRIPTION	ESTIMATE PAYMENTS OVER CONTRACT TERM (GST INCLUSIVE)
Oculus Landscape Architecture Urban Design Pty Limited	Landscape Design Consultant Carnes Hill Aquatic and Recreational Centre	\$178,547
Beasy Pty Ltd	Demolition and Remediation of Basin 5 in Austral	\$167,604
Durkin Construction Pty Ltd	Pavement Investigation Works	\$164,452
Utility Mapping (Aust) Pty Ltd	Utility Investigation and Reporting for Macquarie Street, Scott Street and Railway Street	\$164,098

Provided in accordance with section 217(1)(a2)(i)(ii) of the *Local Government (General) Regulation 2021*.

5.11 Summary of the amounts incurred by Council in relation to legal proceedings

Tabled below is a summary of amounts incurred by Council in relation to legal proceedings taken by or against Council including out of court settlements.

Legal Proceedings	No. of Cases	Cost
Proceedings against Council	306	\$1,044,846
Proceedings brought by Council	22	\$480,164
Amounts, costs or expenses paid in out-of-court settlements	-	\$2,427,495
Amounts, costs or expenses received by Council in out of court settlements	-	-\$2,979,398
Recovery of costs	-	-\$876,934
Total expenses		\$96,173

5.11.1 Summary of the state of progress of legal proceedings

Tabled below is a summary of the number and status of legal proceedings undertaken by Council in 2024-25. Council was also involved in 3 public liability claims and 13 workers compensation matters during the financial year.

Legal Proceedings	No. of cases	Status	
		Ongoing	Finalised
Class 1 Appeals	68	26	42
LEC Class 2,3,4 and 5 Matters	6	1	5
Federal Court Matters	2	2	
DCO - Class 1 Appeals	7	1	6
Local Court Prosecutions	20	11	9
Court Elected Penalty Infringement Notices	221	37	184
Supreme Court	2	1	1
NCAT	1		1
Public Inquiry	1	1	
Australian Human Rights Commission	1	1	
Federal Circuit and Family Court of Australia	1		1
Total	328	81	247

5.11.2 Summary of legal proceeding outcomes

Results	Court approved consent	Discontinued	Orders made by court	Penalties imposed	Dismissed
Class 1 Appeals	36	3			3
LEC Class 2,3,4 and 5 Matters		3	1		
DCO - Class 1 Appeals	3	1			2
Federal Court Matters					
Local Court Prosecutions				6	3
Court Elected Penalty Infringement Notices		51	2	64	67
Supreme Court		1			
NSW Civil and Administrative Tribunal (NCAT)					1

Provided in accordance with section 217(1)(a3) of the *Local Government (General) Regulation 2021*.

5.11.3 Legal proceeding outcomes

No.	Case	Description	Status	Result
Class 1 Appeals				
1.	TB v Liverpool City Council, Land and Environment Court, 2022/315001	Appeal against Council's deemed refusal of DA-116/2022	Finalised	Court approved consent. Applicant is to pay Council's thrown away
2.	KRV Investments Pty Ltd v Liverpool City Council, Land and Environment Court, 2022/310390	Appeal against Council's deemed refusal of DA-267/2022	Finalised	Dismissed, Council has been awarded its costs thrown away
3.	Wack Pty Ltd AFT The Trustee for Martin Road Unit v Liverpool City Council, Land and Environment Court, (2023/65438)	Appeal against Council's deemed refusal of DA-732/2022	Finalised	Court approved consent. Applicant is to pay Council's thrown away and as agreed or assessed
4.	Raj & Jai Constructions Pty Ltd v Liverpool City Council, Land and Environment Court, (2023/130765)	Appeal against Council's deemed refusal of DA-1099/2022	Finalised	Court approved consent
5.	Blue Fountain Pty Ltd V Liverpool City Council, Land and Environment Court, (2023/134130)	Appeal against Council's conditions of consent of the Modification Application DA-398/2019/A	Finalised	Court approved consent
6.	Jubilee Estate Group Pty Ltd v Liverpool City Council, Land and Environment Court, (2023/144705)	Appeal against Council's deemed refusal of DA-1186/2022	Finalised	Court approved consent
7.	FLDC PTY LTD and 73 Lachlan Pty Ltd v Liverpool City Council, Land and Environment Court, (2023/203811)	Appeal against Council's deemed refusal of DA-19/2023	Finalised	Court approved consent. Applicant is to pay Council's thrown away costs as agreed or assessed
8.	RS v Liverpool City Council, Land and Environment Court (2023/224935)	Appeal against Council's actual refusal of DA-632/2022	Finalised	Court approved consent. Applicant is to pay Council's thrown away costs of \$6000
9.	Low-Cost Housing no. 4 Pty Ltd v Liverpool City Council, Land and Environment Court, (2023/224846)	Appeal against Council's actual refusal of DA-799/2019	Finalised	Court approved consent

No.	Case	Description	Status	Result
10.	De Rigueur Pty Ltd v Liverpool City Council, Land and Environment Court, (2023/00246202)	Appeal against Council's actual refusal of DA-1179/2022	Finalised	Court approved consent
11.	Austral Property Holdings Pty Ltd v Liverpool City Council, Land and Environment Court, (2023/246218)	Appeal against Council's actual refusal of DA-519/2019	Finalised	Court approved consent
12.	H.X Development Pty Ltd v Liverpool City Council, Land and Environment Court, (2023/2271031)	Appeal against Council's actual refusal of DA-635/2021	Finalised	Court approved consent
13.	Psalms Corp Pty Ltd v Liverpool City Council, Land and Environment Court, (2023/304508)	Appeal against Council's actual refusal of DA-1479/2021	Finalised	Court approved consent
14.	Pivotal Planning Pty Ltd v Liverpool City Council, Land and Environment Court, (2023/319657)	Appeal against Council's deemed refusal of DA-435/2023	Finalised	Court approved consent
15.	QC Austral 50 Eleventh Pty Ltd v Liverpool City Council, Land and Environment Court (2023/320870)	Appeal against Council's deemed refusal of DA-1454/2021	Finalised	Court approved consent
16.	MA v Liverpool City Council, Land and Environment Court, (2023/323320)	Appeal against Council's deemed refusal of DA-239/2023	Finalised	Court approved consent
17.	Lateral Estate Pty Limited v Liverpool City Council, Land and Environment Court, (2023/348745)	Appeal against Council's deemed refusal of DA-471/2023	Finalised	Court approved consent
18.	Prime Form Group Pty Ltd v Liverpool City Council, Land and Environment Court, (2023/453048)	Appeal against Council's actual refusal of DA-1175/2022	Finalised	Discontinued.
19.	Casula Family Care Pty Ltd v Liverpool City Council, Land and Environment Court, (2023/451536)	Appeal against Council's actual refusal of DA-1207/2021	Finalised	Court approved consent
20.	Cedar Design & Construct Pty Ltd v Liverpool City Council,	Appeal against deemed refusal of DA-547/2023	Finalised	Court approved consent

No.	Case	Description	Status	Result
	Land and Environment Court, (2023/452982)			
21.	AG v Liverpool City Council, Land and Environment Court, (2023/448629)	Appeal against Council's actual refusal of DA-797/2020	Finalised	Court approved consent. Applicant is to pay Council's thrown away costs
22.	Run Chief Pty Ltd v Liverpool City Council, Land and Environment Court, (2023/00463458)	Appeal against Council's actual refusal of DA-989/2021	Finalised	Discontinued.
23.	McKay Avenue Pty Ltd v Liverpool City Council, Land and Environment Court, (2023/462725)	Appeal against Council's actual refusal of DA-578/2023	Finalised	Court approved consent
24.	Hano Halanka Pty Ltd v Liverpool City Council, Land and Environment Court, (2023/00464868)	Appeal against Council's actual refusal of DA-461/2023	Finalised	Court approved consent
25.	Clarendon Homes (NSW) Pty Ltd v Liverpool City Council, Land and Environment Court, (2024/00030134)	Appeal against Council's actual refusal of DA-88/2023	Finalised	Court approved consent. Applicant is to pay Council's thrown away costs
26.	17 Manson Pty Ltd v Liverpool City Council, Land and Environment Court, (2024/00040339)	Appeal against deemed refusal of DA-1247/2022	Finalised	Court approved consent
27.	AK Developments NSW Pty Ltd v Liverpool City Council, Land and Environment Court, (2024/00040487)	Appeal against deemed refusal of DA-591/2022	Finalised	Court approved consent
28.	DDS Group Investments Pty Ltd v Liverpool City Council, Land and Environment Court, (2024/00049677)	Appeal against Council's actual refusal of DA-779/2022	Finalised	Court approved consent
29.	Vicliz Pty Ltd v Liverpool City Council, Land and Environment Court, (2024/00076528)	Appeal against deemed refusal of DA-1123/2021	Finalised	Court approved consent
30.	Bright Beginnings Learning Centre Middleton Grange Pty Ltd v Liverpool City Council, Land and Environment Court, (2024/00075610)	Appeal against Council's actual refusal of BC-75/2023	Finalised	Court approved consent

No.	Case	Description	Status	Result
31.	LD v Liverpool City Council, Land and Environment Court, (2024/102422)	Appeal against Council's actual refusal of BC-138/2023	Finalised	Discontinued.
32.	CGF 101 Pty Ltd v Liverpool City Council, Land and Environment Court, (2024/00104968)	Appeal against deemed refusal of DA-595/2023	Finalised	Court approved consent
33.	Sovereign Property Group Pty Ltd v Liverpool City Council, (2024/00157958)	Appeal against Council's actual refusal of DA-539/2023	Finalised	Court approved consent
34.	170 Willmington Road Pty Ltd v Liverpool City Council, (2024/00183987)	Appeal against deemed refusal of DA-92/2024	Finalised	Dismissed
35.	170 Willmington Road Pty Ltd v Liverpool City Council, (2024/00184071)	Appeal against deemed refusal of DA-93/2024	Finalised	Dismissed
36.	The Globe Property Group Pty Ltd v Liverpool City Council, (2024/198835)	Appeal against deemed refusal of DA-985/2020	Finalised	Court approved consent
37.	Crownland Leppington No. 7 Ridge Square Pty Ltd aft Crown Trust 39 v Liverpool City Council, (2024/206672)	Appeal against deemed refusal of DA-1383/2021	Ongoing	N/A
38.	Austral No. 88 Pty Ltd v Liverpool City Council, (2024/00208579)	Appeal against deemed refusal of DA-39/2024	Ongoing	N/A
39.	Concretive Leppington 2 Pty Ltd v Liverpool City Council, (2024/243289)	Appeal against the deemed refusal of DA-164/2024	Finalised	Court approved consent
40.	SD v Liverpool City Council, (2024/264314)	Appeal against the actual refusal of DA-393/2023	Finalised	Court approved consent
41.	Liverpool 888 Pty Ltd v Liverpool City Council, (2024/00263561)	Appeal against the modification application for DA-929/2022	Finalised	Court approved consent
42.	AF and SI v Liverpool City Council, (2024/00280886)	Appeal against the deemed refusal of DA-180/2024	Finalised	Court approved consent

No.	Case	Description	Status	Result
43.	OM v Liverpool City Council, (2024/00325607)	Appeal against the deemed refusal of DA-156/2024	Finalised	Court approved consent
44.	Mackenzie Architects International Pty Ltd v Liverpool City Council, (2024/ 00327178)	Appeal against the deemed refusal of DA-310/2024	Ongoing	N/A
45.	SAZ v Liverpool City Council, (2024/ 00358515)	Appeal against the actual refusal of DA-31/2024	Ongoing	N/A
46.	Granny Flat Pioneers Pty Ltd v Liverpool City Council, (2024/ 00358515)	Appeal against the actual refusal of DA-242/2023	Ongoing	N/A
47.	I and BD v Liverpool City Council, (2024/ 416213)	Appeal against the actual refusal of DA-459/2023	Ongoing	N/A
48.	J&R Developers Pty Ltd v Liverpool City Council, (2024/ 00463856)	Appeal against the actual refusal of DA-242/2023	Ongoing	N/A
49.	Greenfields Pastoral Holdings No. 1 Pty Ltd v Liverpool City Council, (2024/ 00474929)	Appeal against the actual refusal of DA-437/2023	Ongoing	N/A
50.	ANBZ Investments Pty Ltd v Liverpool City Council, (2024/ 474219)	Appeal to modify development consent DA-1139/2022	Ongoing	N/A
51.	The Trustee for Mersey (NSW) Trust v Liverpool City Council, (2025/00015961)	Appeal against the deemed refusal of DA- 503/2024	Ongoing	N/A
52.	Austral Nominee No 1 Pty Ltd v Liverpool City Council, (2025/00034666)	Appeal against the actual refusal of DA-314/2024	Ongoing	N/A
53.	Austral Nominee No 1 Pty Ltd v Liverpool City Council, (2025/00034667)	Appeal against the actual refusal of DA-218/2024	Ongoing	N/A
54.	Austral Nominee No 1 Pty Ltd v Liverpool City Council, (2025/00034668)	Appeal against the actual refusal of DA-188/2024	Ongoing	N/A
55.	Jubilee Estate Group Pty Ltd v Liverpool City Council, (2025/00039797)	Appeal to modify Development Consent	Ongoing	N/A

No.	Case	Description	Status	Result
56.	Ventureland Capital Pty Ltd v Liverpool City Council, (2025/00049864)	Appeal against the deemed refusal of DA-550/2024	Ongoing	N/A
57.	AV v Liverpool City Council, (2025/00088521)	Appeal against the deemed refusal of DA-353/2024	Ongoing	N/A
58.	Hannover Pty Ltd ATF RK Trust v Liverpool City Council, (2025/00099293)	Appeal against the deemed refusal of DA-577/2024	Ongoing	N/A
59.	Redsab Pty Ltd v Liverpool City Council, (2025/00068654)	Appeal to modify Development Consent DA-203/2022	Finalised	Court approved consent
60.	JL v Liverpool City Council, (2025/00076981)	Appeal against the actual refusal of RD-55/2024	Ongoing	N/A
61.	SB Investments Australia Pty Ltd v Liverpool City Council, (2025/00035558)	Appeal against the deemed refusal of DA-606/2024	Ongoing	N/A
62.	VLV and TBD v Liverpool City Council	Appeal against Fire Safety Order NO-646/2024	Ongoing	N/A
63.	Masters Land Purchase Pty Ltd v Liverpool City Council, (2025/154528)	Appeal against the deemed refusal of DA-105/2025	Ongoing	N/A
64.	Madrid Capital Group Pty Ltd v Liverpool City Council, (2025/155577)	Appeal against the deemed refusal of DA-596/2024	Ongoing	N/A
65.	Sunwell Holdings Pty Ltd v Liverpool City Council, (2025/00156422)	Appeal against the deemed refusal of DA-84/2025	Ongoing	N/A
66.	Ninth Ave Pty Ltd v Liverpool City Council, (2025/171545)	Appeal against the deemed refusal of DA-39/2025	Ongoing	N/A
67.	Heidelberg Materials Australia Pty Ltd v Liverpool City Council, (2025/ 00169143)	Appeal against the actual refusal of DA-1368/2021	Ongoing	N/A
68.	DB v Liverpool City Council, (2025/00187912)	Appeal against the deemed refusal of DA-154/2025	Ongoing	N/A

No.	Case	Description	Status	Result
LEC Class 2,3,4 and 5 Matters				
69.	C and C v Liverpool City Council, Land and Environment Court, 2022/301657	Class 3 appeal pursuant to section 66 of the Land Acquisition (Just Terms Compensation) Act 1991	Finalised	Discontinued, finalised by Deed of Release and Settlement. Costs discussion ongoing
70.	Beninga v Liverpool City Council; G & Ors v Liverpool City Council, 2023/315225	Class 3 appeal pursuant to section 66 of the Land Acquisition (Just Terms Compensation) Act 1991	Ongoing	N/A
71.	KMEA v Liverpool City Council, (2023/459861)	Class 3 appeal pursuant to section 66 of the Land Acquisition (Just Terms Compensation) Act 1991	Finalised	Discontinued, finalised by agreement.
72.	DR v Liverpool City Council, (2024/00246313)	Class 4 appeal on Development Control Order	Finalised	Discontinued, Council to pay costs of \$19,381.30
73.	JA, Land and Environment Court, 2024/00317191	Alleged unlawful termination	Finalised	Discontinued, finalised by Deed of Release and Settlement
74.	Minister for Local Government and Ors v Liverpool City Council, (2024/00272372) Minister for Local Government and Ors v Liverpool City Council (No 2), (2024/00272372)	Class 4 judicial review proceedings by summons on denial of procedural fairness regarding Minister for Local Government decision to appoint a public inquiry under s 438U of the <i>Local Government Act 1993</i> . Class 4 proceedings to determine Notice of Motion to set aside a subpoena to attend and give evidence.	Finalised	Court ordered that procedural fairness was not observed, otherwise dismissed and costs reserved Subpoena dismissed
Federal Court Matters				
75.	The Applicant on behalf of the South Coast People v Attorney General of New South Wales, Federal Court NSD1331/2017, NNTT NC2017/003	Native title claim	Ongoing	N/A

No.	Case	Description	Status	Result
76.	ACN 117 641 004 Pty Ltd (in liquidation) and City of Cockburn v S&P Global, Inc and Standard and Poor's International, LLC, Federal Court of Australia, NSD 881/2020	Class action related to relating to investment products	Ongoing	N/A
DCO - Class 1 Appeals				
77.	A v Liverpool City Council, Land and Environment Court 2023/35808	Appeal against development control order	Finalised	Discontinued
78.	Prime Form Group Pty Ltd v Liverpool City Council, Land and Environment Court (2023/353355)	Appeal against Demolish Works and Compliance Order	Finalised	Court approved consent
79.	D and JR v Liverpool City Council, (2024/00163113)	Appeal against Stop Use Order and Demolish Works Order	Finalised	Dismissed, finalised by Deed of Agreement. Costs application ongoing, hearing 26 August 2025
80.	DR and JR v Liverpool City Council, (2024/00163114)	Appeal against Stop Use Order and Demolish Works Order	Finalised	Dismissed, finalised by Deed of Agreement. Costs application ongoing, hearing 26 August 2025
81.	Advantage Logistics Pty Ltd v Liverpool City Council, (2024/00311997)	Appeal against Stop Use Order	Finalised	Court approved consent
82.	J and TB v Liverpool City Council, (2024/00429413)	Appeal against Stop Use Order and Demolish Works Order	Finalised	Court approved consent
83.	BRG v Liverpool City Council, (2024/00169103)	Appeal against Stop Use Order and Demolish Works Order	Ongoing	N/A
Local Court Prosecutions				
84.	Liverpool City Council v FTTHA	Failure to comply with a Stop Use Order & Demolish Works Order	Finalised	Penalty of \$20,000 with professional costs of \$2,700

No.	Case	Description	Status	Result
85.	Liverpool City Council v The Owners – Strata Plan 69548	Non-compliance with Fire Safety Order	Finalised	Penalty of \$45,000 with professional costs of \$1,200
86.	Liverpool City Council v The Owners – Strata Plan 55910	Non-compliance with Fire Safety Order	Ongoing	N/A
87.	Liverpool City Council v MO	Failure to comply with Clean-up Notice	Ongoing	N/A
88.	Liverpool City Council v MO	Failure to comply with Clean-up Notice	Ongoing	N/A
89.	Liverpool City Council v Gill Roadways Pty Ltd	Development without Consent	Ongoing	N/A
90.	Liverpool City Council v Gill Roadways Pty Ltd	Fail to comply with Stop Use Order	Ongoing	N/A
91.	Liverpool City Council v Control Care Pty Ltd	failure to comply with a Demolish Works and Restore Works Order	Finalised	Dismissed
92.	Liverpool City Council v LSM	failure to comply with a Demolish Works and Restore Works Order	Ongoing	N/A
93.	Liverpool City Council v GM	failure to comply with a Demolish Works and Restore Works Order	Ongoing	N/A
94.	Liverpool City Council v DPH	failure to comply with a Demolish Works and Restore Works Order	Ongoing	N/A
95.	Liverpool City Council v VH	failure to comply with a Demolish Works and Restore Works Order	Ongoing	N/A
96.	Liverpool City Council v CDN	failure to comply with a Demolish Works and Restore Works Order	Finalised	Penalty of \$1,000 and professional costs of \$330
97.	Liverpool City Council v The Owners – Strata Plan 17762	Non-compliance with Fire Safety Order	Finalised	Penalty of \$30,000
98.	Liverpool City Council v Coratia Properties Pty Ltd	Fail to comply with clean-up notice (2 nd notice)	Ongoing	N/A
99.	Liverpool City Council v BCS	Fail to Comply with Order 21 (safety of Land)	Finalised	Dismissed.
100.	Liverpool City Council v KMMS	Fail to Comply with Order 21 (safety of Land)	Finalised	Dismissed

No.	Case	Description	Status	Result
101.	Liverpool City Council v AGD Superannuation Pty Ltd	Not give annual fire safety statement – 1st week after expiry	Finalised	Penalty of \$1400
102.	Liverpool City Council v AGD Superannuation Pty Ltd	Not give annual fire safety statement - 3rd week after expiry	Finalised	Convicted, penalty of \$3,000
103.	LCC v FTTHA	Annulment application	Ongoing	N/A
Court Elected Penalty Infringement Notices				
104.	Liverpool City Council v All Seasons Campervans Pty Ltd	Stop heavy/long vehicle longer than 1 hour -PIN 3236923508	Finalised	Dismissed
105.	Liverpool City Council v JH	fail to pay parking fee - PIN 3244225308	Finalised	\$86 fine
106.	Liverpool City Council v Malhi Enterprises Australia Pty Ltd	stop heavy/long vehicle longer than 1 hour - PIN 3244243146	Finalised	Discontinued
107.	Liverpool City Council v DHYA	Parallel park close to dividing line/strip - PIN 3244228067	Finalised	\$283 fine
108.	Liverpool City Council v Malhi Enterprises Australia Pty Ltd	stop heavy/long vehicle longer than 1 hour - PIN 3244256813	Finalised	Discontinued
109.	Liverpool City Council v Malhi Enterprises Australia Pty Ltd	stop heavy/long vehicle longer than 1 hour - PIN 3244231385	Finalised	Discontinued
110.	Liverpool City Council v Malhi Enterprises Australia Pty Ltd	stop heavy/long vehicle longer than 1 hour - PIN 3216739067	Finalised	Discontinued
111.	Liverpool City Council v DHYA	Parallel park close to dividing line/strip - PIN 3244198733	Finalised	\$283 fine
112.	Liverpool City Council v Malhi Enterprises Australia Pty Ltd	stop heavy/long vehicle longer than 1 hour - PIN 3244226783	Finalised	Discontinued
113.	Liverpool City Council v SRH	stop on path/built-up area (in school zone) - PIN 3263896819	Finalised	\$387 fine
114.	Liverpool City Council v LM	Disobey no parking sign - PIN 3263875863	Finalised	Dismissed
115.	Liverpool City Council v PV	Failure to comply with a Demolish Works Order	Finalised	Penalty of \$7,500 with professional costs of \$1,800

No.	Case	Description	Status	Result
116.	Liverpool City Council v GEN	Failure to comply with a Demolish Works Order	Finalised	Discontinued
117.	Liverpool City Council v HR	Failure to comply with a development control order	Finalised	Penalty of \$5000
118.	Liverpool City Council v MADC	Fail to pay parking fee/obey instructions on sign etc - PIN 3263903033	Finalised	Dismissed
119.	Liverpool City Council v Malhi Enterprises Aust Pty Ltd	stop heavy/long vehicle longer than 1 hour - PIN 3216739662	Finalised	\$129 fine
120.	Liverpool City Council v Certified Autos Pty Ltd	Stop on path/strip in built-up area - PIN 3244223236	Finalised	Dismissed
121.	Liverpool City Council v Certified Autos Pty Ltd	Stop on path/strip in built-up area - PIN 3244223209	Finalised	Dismissed
122.	Liverpool City Council v Bay Solar and Electrical Pty Ltd	Stop on/across driveway/other access to/from land - PIN 3263885442	Finalised	\$302 fine
123.	Liverpool City Council v Bay Solar and Electrical Pty Ltd	Stop on/across driveway/other access to/from land - PIN 3263880777	Finalised	\$302 fine
124.	Liverpool City Council v Certified Autos Pty Ltd	Stop on path/strip in built-up area - PIN 3244223227	Finalised	Dismissed
125.	Liverpool City Council v Bay Solar and Electrical Pty Ltd	Stop on/across driveway/other access to/from land - PIN 3263880786	Finalised	Dismissed
126.	Liverpool City Council v Certified Autos Pty Ltd	Stop on path/strip in built-up area - PIN 3244223218	Finalised	Dismissed
127.	Liverpool City Council v PK	Fail to pay parking fee/obey instructions on sign etc - PIN 3244262973	Ongoing	N/A
128.	Liverpool City Council v TTBS	Disobey no stopping sign - PIN 3263934255	Finalised	Dismissed
129.	Liverpool City Council v Roadies Transport Pty Ltd	Stop heavy/long vehicle longer than 1 hour - PIN 3236924580	Finalised	\$200 fine
130.	Liverpool City Council v Roadies Transport Pty Ltd	Stop heavy/long vehicle longer than 1 hour - PIN 3236936560	Finalised	\$200 fine

No.	Case	Description	Status	Result
131.	Liverpool City Council v Roadies Transport Pty Ltd	Stop heavy/long vehicle longer than 1 hour - PIN 3244227681	Finalised	\$120 fine
132.	Liverpool City Council v Roadies Transport Pty Ltd	Stop heavy/long vehicle longer than 1 hour - PIN 3244198156	Finalised	\$120 fine
133.	Liverpool City Council v Roadies Transport Pty Ltd	Stop heavy/long vehicle longer than 1 hour - PIN 3244247940	Finalised	\$120 fine
134.	Liverpool City Council v Roadies Transport Pty Ltd	Stop heavy/long vehicle longer than 1 hour - PIN 3244220816	Finalised	\$120 fine
135.	Liverpool City Council v Roadies Transport Pty Ltd	Stop heavy/long vehicle longer than 1 hour - PIN 3244247930	Finalised	\$120 fine
136.	Liverpool City Council v Roadies Transport Pty Ltd	Stop heavy/long vehicle longer than 1 hour - PIN 3244239873	Finalised	\$120 fine
137.	Liverpool City Council v Roadies Transport Pty Ltd	Stop heavy/long vehicle longer than 1 hour - PIN 3244170261	Finalised	\$200 fine
138.	Liverpool City Council v Roadies Transport Pty Ltd	Stop heavy/long vehicle longer than 1 hour - PIN 3244198165	Finalised	\$120 fine
139.	Liverpool City Council v Roadies Transport Pty Ltd	Stop heavy/long vehicle longer than 1 hour - PIN 3244220834	Finalised	\$120 fine
140.	Liverpool City Council v Roadies Transport Pty Ltd	Stop heavy/long vehicle longer than 1 hour - PIN 3244245694	Finalised	\$120 fine
141.	Liverpool City Council v Roadies Transport Pty Ltd	Stop heavy/long vehicle longer than 1 hour - PIN 3244227700	Finalised	\$120 fine
142.	Liverpool City Council v Roadies Transport Pty Ltd	Stop heavy/long vehicle longer than 1 hour - PIN 3244209578	Finalised	\$200 fine
143.	Liverpool City Council v Roadies Transport Pty Ltd	Stop heavy/long vehicle longer than 1 hour - PIN 3244209550	Finalised	\$200 fine
144.	Liverpool City Council v NMA	Park vehicle for longer than maximum period allowed - PIN 3263932623	Ongoing	N/A

No.	Case	Description	Status	Result
145.	Liverpool City Council v J W Transport Pty Ltd	stop heavy/long vehicle longer than 1 hour - PIN 3263882638	Finalised	\$220 fine
146.	Liverpool City Council v J W Transport Pty Ltd	stop heavy/long vehicle longer than 1 hour - PIN 3263883233	Finalised	\$220 fine
147.	Liverpool City Council v HEC	Fail to pay parking fee/obey instructions on sign etc - PIN 3263968099	Finalised	\$150 fine
148.	Liverpool City Council v NW	Fail to pay parking fee/obey instructions on sign etc - PIN 3270219462	Finalised	\$50 fine.
149.	Liverpool City Council v SK	Disobey no parking sign (in school zone) - PIN 3263941423	Finalised	Dismissed
150.	Liverpool City Council v NF	fail to pay parking fee - PIN 3270205658	Finalised	Dismissed
151.	Liverpool City Council v IFS	Stop on path/strip in built-up area - PIN 3263938188	Finalised	Dismissed
152.	Liverpool City Council v IFS	Stop in path/strip in built-up area - PIN 3263944283	Finalised	Dismissed
153.	Liverpool City Council v SN	stop in bus zone - PIN 3270112540	Finalised	Dismissed
154.	Liverpool City Council v CA	stop on path/strip in built-up area	Finalised	Dismissed
155.	Liverpool City Council v TS	Stop in/on bus/transit/truck lane (not clearway) - PIN 3270106548	Finalised	Dismissed
156.	Liverpool City Council v AJNAA	Disobey no stopping sign (in school zone) - PIN 3270097041	Finalised	Dismissed
157.	Liverpool City Council v BAA	Stop in disabled parking area without current permit displayed - PIN 3270155388	Finalised	Dismissed
158.	Liverpool City Council v PDNN	Disobey no stopping sign - PIN 3270152830	Finalised	\$200 fine
159.	Liverpool City Council v MRR	Disobey no stopping sign - PIN 3270136220	Ongoing	N/A
160.	Liverpool City Council v LAH	Disobey no stopping sign (in school zone) - PIN 3270129510	Finalised	Dismissed
161.	Liverpool City Council v KA	Disobey no stopping sign - PIN 3270099856	Finalised	Dismissed

No.	Case	Description	Status	Result
162.	Liverpool City Council v SSA	Disobey no stopping sign - PIN 3270099856	Finalised	Dismissed
163.	Liverpool City Council v FZ	Disobey no stopping sign - PIN 3270171796	Finalised	Dismissed
164.	Liverpool City Council v HN	Fail to pay parking fee/obey instructions on sign etc - PIN 3270135523	Finalised	Dismissed
165.	Liverpool City Council v NMA	Park vehicle for longer than maximum period allowed - PIN 3270103091	Finalised	\$90 fine
166.	Liverpool City Council v SN	Disobey no parking sign - PIN 3270203952	Finalised	Dismissed
167.	Liverpool City Council v ES	Stop in bus zone (not clearway or transit/bus lane) - PIN 3270097739	Finalised	Dismissed
168.	Liverpool City Council v SN	Disobey no parking sign - PIN 3270207867	Finalised	\$220 fine
169.	Liverpool City Council v ISR	Stop in bus zone (in school zone) – PIN 3276339541	Finalised	Dismissed
170.	Liverpool City Council v Sunrise Cleaning Sydney Pty Ltd	Stop within 10 metres of an intersection (no traffic lights) – PIN 3270176562	Finalised	Penalty of \$390.00
171.	Liverpool City Council v SN	Disobey no parking sign – PIN 3263966586	Finalised	\$129 fine
172.	Liverpool City Council v TB	Disobey no stopping sign (in school zone) - PIN 3270110333	Finalised	Dismissed
173.	Liverpool City Council v AAT	Stop in bus zone (in school zone) - PIN 3270185591	Finalised	Discontinued
174.	Liverpool City Council v SESS	Disobey no parking sign (in school zone) – PIN 320127080	Finalised	Discontinued
175.	Liverpool City Council v AN	Fail to pay parking fee/obey instructions on sign – PIN 3270238300	Finalised	Penalty of \$90.00
176.	Liverpool City Council v AGM	Stop in disabled parking area without current permit displayed - PIN 3270238300	Finalised	Discontinued
177.	Liverpool City Council v AN	Fail to pay parking fee/obey instructions on sign - PIN 3270187571	Finalised	Dismissed
178.	Liverpool City Council v AN	Fail to pay parking fee/obey instructions on sign - PIN 3276330678	Finalised	Dismissed

No.	Case	Description	Status	Result
179.	Liverpool City Council v WW	stop in works zone – PIN 3270124817	Finalised	Dismissed
180.	Liverpool City Council v YZ	Fail to pay parking dee/obey instructions on sign – PIN 3276350963	Finalised	Dismissed
181.	Liverpool City Council v YZ	Fail to pay parking dee/obey instructions on sign – PIN 3276359873	Finalised	Dismissed
182.	Liverpool City Council v YJ	Stop on path/strip in built-up area – PIN 3270119427	Finalised	Discontinued
183.	Liverpool City Council v GSS	Fail to pay parking dee/obey instructions on sign – PIN 3270210388	Finalised	Penalty of \$92.00
184.	Liverpool City Council v AJA	Fail to pay parking fee/obey instructions on sign – PIN 3244186532	Finalised	Discontinued
185.	Liverpool City Council v TAM	Fail to pay parking fee/obey instructions on sign – PIN 3270127594	Finalised	Dismissed
186.	Liverpool City Council v TAM	Fail to pay parking fee/obey instructions on sign – PIN 3270128730	Finalised	Dismissed
187.	LCC v Gumchai Pty Ltd	Fail to comply with Food Standards Code - PIN 3276342109	Finalised	Penalty of \$1,000, professional costs \$1200
188.	LCC v Gumchai Pty Ltd	Fail to comply with Food Standards Code - PIN 3276342080	Finalised	Dismissed
189.	LCC v Gumchai Pty Ltd	Fail to comply with Food Standards Code - PIN 3276342090	Finalised	Penalty of \$1,000
190.	LCC v SGYS	Fail to pay parking fee/obey instructions on sign etc - PIN 3276385274	Finalised	Dismissed
191.	LCC v PAM	Fail to pay parking fee/obey instructions on sign etc - PIN 3270146110	Finalised	Dismissed
192.	LCC v LFD	Disobey no stopping sign (in school zone) - PIN 3270129529	Ongoing	N/A
193.	LCC v ES	Stop in bus zone (not clearway or transit/bus lane) - PIN 3270090093	Finalised	Dismissed

No.	Case	Description	Status	Result
194.	LCC v AB	Fail to pay parking fee/obey instructions on sign etc - PIN 3276378060	Finalised	\$250 fine
195.	LCC v NA	Fail to pay parking fee/obey instructions on sign etc - PIN 3270183548	Ongoing	N/A
196.	LCC v NPR	Disobey no parking sign - PIN 3270129922	Finalised	Dismissed
197.	LCC v SN	Disobey no parking sign - PIN 3270195070	Ongoing	N/A
198.	LCC v SN	Disobey no parking sign - PIN 3263956448	Finalised	\$180 fine
199.	LCC v SN	Disobey no parking sign - PIN 3270210516	Finalised	Discontinued
200.	LCC v SN	Disobey no parking sign - PIN 3270204630	Finalised	\$180 fine
201.	LCC v ST	Fail to pay parking fee/obey instructions on sign etc - PIN 3276375420	Finalised	Dismissed
202.	LCC v OC	Fail to comply with terms of development control order - PIN 3276341732	Finalised	Penalty of \$1,000, professional costs \$660
203.	LCC v AG	Owner of dog not under control in public place - PIN 3244254449	Finalised	Discontinued
204.	LCC v AK	Disobey no parking sign (in school zone) - PIN 3270110342	Finalised	\$200 fine
205.	LCC v RD	Stop on path/strip in built-in area - PIN 3270126283	Finalised	Dismissed
206.	LCC v RD	Stop on path/strip in built-in area - PIN 3270126256	Finalised	\$200 fine
207.	LCC v RA	Disobey no stopping sign - PIN 3276347461	Finalised	Discontinued
208.	LCC v OJD	Disobey no stopping sign - PIN 3263958720	Finalised	Discontinued
209.	LCC v OJD	Disobey no stopping sign - PIN 3263954376	Finalised	Discontinued
210.	LCC v Lenz Legal Pty Ltd	Disobey no stopping sign - PIN 3270174005	Finalised	Dismissed

No.	Case	Description	Status	Result
211.	LCC v JH	Fail to pay parking fee/obey instructions on sign etc - PIN 3270178570	Finalised	Discontinued
212.	LCC v DAK	Fail to pay parking fee/obey instructions on sign etc - PIN 3276376171	Finalised	Dismissed
213.	LCC v FP	Disobey no parking sign - PIN 3270125037	Finalised	Dismissed
214.	LCC v NR	Stop in disabled parking area without current permit displayed - PIN 3276386264	Finalised	Dismissed
215.	LCC v FMK	Disobey no stopping sign - PIN 3283824538	Finalised	Dismissed
216.	LCC v ABH	Not parallel park in direction of travel - PIN 3276365272	Finalised	Dismissed
217.	LCC v AV	Not angle park as on parking control sign or road marking - PIN 3276410309	Ongoing	N/A
218.	LCC v MREH	Stop in/on bus/transit/truck lane (not clearway) - PIN 3276424700	Finalised	\$320 fine
219.	LCC v MS	Disobey no stopping sign - PIN 3263948252	Finalised	\$320 fine
220.	LCC v ARS	Stop at/near bus stop - PIN 3276368600	Finalised	Discontinued
221.	LCC v ARS	Stop at/near bus stop - PIN 3276369113	Finalised	Discontinued
222.	LCC v MS	Disobey no stopping sign - PIN 3270131197	Finalised	Dismissed
223.	LCC v MS	Disobey no stopping sign - PIN 3270131462	Finalised	Dismissed
224.	LCC v MS	Disobey no stopping sign - PIN 3276352696	Finalised	Dismissed
225.	LCC v MS	Disobey no stopping sign - PIN 3270131233	Finalised	Dismissed
226.	LCC v ARS	Stop at/near bus stop - PIN 3276381992	Finalised	Discontinued

No.	Case	Description	Status	Result
227.	LCC v PNH	Fail to pay parking fee/obey instructions on sign etc - PIN 3276375668	Finalised	Dismissed
228.	LCC v HJ	Stop in disabled parking area without current permit displayed - PIN 3276339770	Finalised	Dismissed
229.	LCC v MA	Fail to pay parking fee/obey instructions on sign etc - PIN 3270117319	Finalised	Dismissed
230.	LCC v MA	Fail to pay parking fee/obey instructions on sign etc - PIN 3276389591	Finalised	\$97 fine.
231.	LCC v MA	Fail to pay parking fee/obey instructions on sign etc - PIN 3270147540	Finalised	Dismissed
232.	LCC v MA	Fail to pay parking fee/obey instructions on sign etc - PIN 3276391746	Finalised	\$97 fine
233.	LCC v MA	Fail to pay parking fee/obey instructions on sign etc - PIN 3270170090	Finalised	\$92 fine
234.	LCC v MA	Fail to pay parking fee/obey instructions on sign etc - PIN 3270154389	Finalised	\$80 fine
235.	LCC v AJH	Stop on path/strip in built-up area - PIN 3276386630	Finalised	Dismissed
236.	LCC v AJH	Stop on path/strip in built-up area - PIN 3276363090	Finalised	Dismissed
237.	LCC v WCH	Fail to comply with terms of notice erected by council (driving/parking/use of vehicle) - PIN 3276422610	Finalised	Dismissed
238.	LCC v INMAG	Fail to comply with terms of Development Control Order	Ongoing	N/A
239.	LCC v TJ	Leave class 3 item unattended in public place in same place exceed prescribed period - PIN 3270151601	Ongoing	N/A
240.	LCC v ARS	Stop at/near bus stop - PIN 3276368691	Finalised	Discontinued
241.	LCC v PSD	Disobey no stopping sign - PIN 3276398620	Finalised	Dismissed

No.	Case	Description	Status	Result
242.	LCC v LRAS	Stop at/near bus stop - PIN 3276382176	Finalised	\$100 fine
243.	LCC v NMA	Park vehicle for longer than maximum period allowed - PIN 3270229793	Finalised	Discontinued
244.	LCC v JPG	Fail to pay parking fee/obey instructions on sign etc - PIN 3276408365	Finalised	Dismissed
245.	LCC v NMA	Park vehicle for longer than maximum period allowed - PIN 3276395495	Finalised	Discontinued
246.	LCC v NMA	Park vehicle for longer than maximum period allowed - PIN 3276341045	Finalised	Discontinued
247.	LCC v NMA	Park vehicle for longer than maximum period allowed - PIN 3276350826	Finalised	Discontinued
248.	LCC v NMA	Park vehicle for longer than maximum period allowed - PIN 3270185912	Finalised	Discontinued
249.	LCC v WKFF	Stop in bus zone (in school zone) - PIN 3283873717	Finalised	\$200 fine.
250.	LCC v NMA	Park vehicle for longer than maximum period allowed - PIN 3270237035	Finalised	Discontinued
251.	LCC v NMA	Remain parked more than maximum time - PIN 3182591969	Finalised	Discontinued
252.	LCC v YS	Fail to pay parking fee/obey instructions on sign etc - PIN 3276344208	Finalised	Dismissed
253.	LCC v NMA	Park vehicle for longer than maximum period allowed - PIN 3270146230	Finalised	Discontinued
254.	LCC v RN	Disobey no stopping sign - PIN 3283892435	Finalised	\$400 fine
255.	LCC v ARS	stop at/near bus stop - PIN 3276368619	Finalised	Discontinued
256.	LCC v ARS	stop at/near bus stop - PIN 3276368700	Finalised	Discontinued

No.	Case	Description	Status	Result
257.	LCC v ARS	stop at/near bus stop - PIN 3276369122	Finalised	Discontinued
258.	LCC v ARS	stop at/near bus stop - PIN 3276369407	Finalised	Discontinued
259.	LCC v ARS	stop at/near bus stop - PIN 3276382185	Finalised	Discontinued
260.	LCC v ARS	stop at/near bus stop - PIN 3276426643	Finalised	Discontinued
261.	LCC v ARS	stop at/near bus stop - PIN 3276426900	Finalised	Discontinued
262.	LCC v ARS	stop at/near bus stop - PIN 3276382001	Finalised	Discontinued
263.	LCC v ARS	stop at/near bus stop - PIN 3276426542	Finalised	Discontinued
264.	LCC v ARS	stop at/near bus stop - PIN 3276381763	Finalised	Discontinued
265.	LCC v ARS	stop at/near bus stop PIN 3276369187	Finalised	Discontinued
266.	LCC v TS	Not parallel park near left - PIN 3276353466	Ongoing	N/A
267.	LCC v ARS	stop at/near bus stop PIN 3276369499	Finalised	Discontinued
268.	LCC v MALA	Fail to comply with terms of DCO - PIN 3276342383	Finalised	Penalty of \$8,000.
269.	LCC v MALA	Development not accord consent - class 1a or 10 building - PIN 3276342374	Finalised	Penalty of \$5,000
270.	LCC v ARS	Stop at/near bus stop - PIN 3276381754	Finalised	Discontinued
271.	LCC v ARS	Stop at/near bus stop - PIN 3276406504	Finalised	Discontinued
272.	LCC v ARS	Ashleigh Renee Stent - Stop at/near bus stop - PIN 3276369178	Finalised	Discontinued
273.	LCC v ARS	Ashleigh Renee Stent - Stop at/near bus stop - PIN 3276335518	Finalised	Discontinued
274.	LCC v ARS	Stop at/near bus stop - PIN 3276369398	Finalised	Discontinued
275.	LCC v YINAG	Stop in bus zone (not clearway or transit/bus lane) - PIN 3283878052	Finalised	Discontinued
276.	LCC v MBFB	Disobey no stopping sign (in school zone) - PIN 3283905534	Ongoing	N/A

No.	Case	Description	Status	Result
277.	LCC v CC	Disobey no stopping sign - PIN 3283896918	Ongoing	N/A
278.	LCC v SMW	Stop in path/strip in built-up area - PIN 3263948115	Finalised	Discontinued
279.	LCC v NAC	Disobey no stopping sign - PIN 3288527038	Ongoing	N/A
280.	LCC v PDR	Leave class 3 item unattended in public place in same place exceed prescribed period - PIN 3276353090	Ongoing	N/A
281.	LCC v BAA	Fail to pay parking fee/obey instructions on sign etc - PIN 3283839159	Ongoing	N/A
282.	LCC v AP	Disobey no parking sign - PIN 3276412958	Finalised	Discontinued
283.	LCC v HPR	Stop in disabled parking area without current permit displayed - PIN 3276390765	Finalised	\$100 fine
284.	LCC v KK	Stop in/on bus/transit/truck lane (not clearway) - PIN 3276385494	Ongoing	N/A
285.	LCC v AP	Disobey no stopping sign - PIN 3276424398	Finalised	CRO without conviction 6 months
286.	LCC v SJD	Stop in disabled parking area without current permit displayed - PIN 3283879033	Finalised	\$682 fine
287.	LCC v MA	Fail to pay parking fee/obey instructions on sign etc - PIN 3276404369	Ongoing	N/A
288.	LCC v RFR	Fail to pay parking fee/obey instructions on sign etc - PIN 3283860681	Finalised	\$50 fine
289.	LCC v FY	Fail to pay parking fee/obey instructions on sign etc - PIN 3283889227	Finalised	\$97 fine
290.	LCC v AH	Stop in/on bus/transit/truck lane (not clearway) - PIN 3283894332	Finalised	Dismissed
291.	LCC v VS	Development not accord consent - any other case - PIN 3283827461	Finalised	Convicted, \$1500 penalty
292.	LCC v MAK	Fail to pay parking fee/obey instructions on sign etc - PIN 3288544600	Finalised	Dismissed

No.	Case	Description	Status	Result
293.	LCC v KJAM	Double park in school zone - PIN 3283905543	Finalised	Dismissed
294.	LCC v LS	Fail to pay parking fee/obey instructions on sign etc - PIN 3276414103	Finalised	\$220 fine
295.	LCC v GDT	Fail to pay parking fee/obey instructions on sign etc - PIN 3276333868	Finalised	Dismissed
296.	LCC v LMC	Double park - PIN 3283841523	Finalised	\$320 fine
297.	LCC v BMS	Fail to comply with menacing dog requirements - PIN 3276352577	Ongoing	N/A
298.	LCC v AKEP	stop in loading zone longer than 30 minutes - PIN 3288544867	Ongoing	N/A
299.	LCC v AKEP	stop in loading zone longer than 30 minutes - PIN 3288541080	Ongoing	N/A
300.	LCC v SA	stop in disabled parking without permit displayed - PIN 3288550210	Finalised	Dismissed
301.	LCC v AKEP	Park vehicle for longer than maximum period allowed - PIN 3283895827	Finalised	Discontinued
302.	LCC v JD	Fail to pay parking fee/obey instructions on sign etc - PIN 3283902225	Finalised	\$97 fine
303.	LCC v HA	Not parallel park in direction of travel - PIN 3288528770	Finalised	Six (6) months without conviction
304.	LCC v GT	Fail to pay parking fee/obey instructions on sign etc - PIN 3288591360	Finalised	\$200 fine
305.	LCC v SF	Fail to pay parking fee/obey instructions on sign etc - PIN 3288614432	Finalised	Dismissed
306.	LCC v AAZ	Disobey no stopping sign - PIN 3288597896	Finalised	\$150 fine
307.	LCC v AAZ	Disobey no stopping sign - PIN 3288597979	Ongoing	N/A
308.	LCC v WB	Fail to comply with terms of DCO - PIN 3283869793	Finalised	Discontinued
309.	LCC v Bluenox Pty Ltd	Fail to comply with terms of DCO - PIN 3283869775	Ongoing	N/A
310.	LCC v DCM	Stop in path/strip on built-up area - PIN 3283911759	Ongoing	N/A

No.	Case	Description	Status	Result
311.	LCC v OH	Fail to comply with terms of DCO - PIN 3283869500	Ongoing	N/A
312.	LCC v WK	Development not accord consent - class 1a or 10 building - PIN 3276342796	Ongoing	N/A
313.	LCC v MA	Not parallel park near left - PIN 3288573054	Ongoing	N/A
314.	LCC v Al Basheer Pty Ltd	Stop heavy/long vehicle longer than 1 hour - PIN 3288614881	Ongoing	N/A
315.	LCC v MES	Fail to comply with terms of development control order - PIN 3283869784	Ongoing	N/A
316.	LCC v NA	Stop in path/strip on built-up area - PIN 3288569341	Ongoing	N/A
317.	LCC v AG	Stop at side of road with continuous yellow edge line - PIN 3288589224	Ongoing	N/A
318.	LCC v NE	Parallel park close to dividing line/strip - PIN 3288652932	Ongoing	N/A
319.	LCC v TJC	Stop at side of road with continuous yellow edge line - PIN 3288637330	Ongoing	N/A
320.	LCC v PNH	Fail to pay parking fee/obey instructions on sign etc - PIN 3288589911	Ongoing	N/A
321.	LCC v NT	Fail to Comply with Clean-up Notice - 1st offence - PIN 3283826930	Ongoing	N/A
322.	LCC v IK	Disobey no stopping sign - PIN 3288668882	Ongoing	N/A
323.	LCC v IK	Disobey no stopping sign - PIN 3288652997	Ongoing	N/A
324.	LCC v IK	Not parallel park near left - PIN 3294388644	Ongoing	N/A
Supreme Court Matters				
325.	LCC v Canterbury Bankstown Council	Dispute regarding cost of maintaining footbridge	Finalised	Discontinued, finalised by Deed of Settlement and Release

No.	Case	Description	Status	Result
326.	Icon Property Investments Pty Ltd v LCC	Commercial dispute regarding Council's acquisition of the Plaintiff's land	Ongoing	N/A
NSW Civil & Administrative Tribunal Matters				
327.	AH v Liverpool City Council	Dispute under <i>Public Spaces (Unattended Property) Act 2021</i>	Finalised	Dismissed
Public Inquiry				
328.	Public Inquiry	Public Inquiry under section 438U of the <i>Local Government Act 1993</i> into Liverpool City Council	Ongoing	N/A
Australian Human Rights Commission Matters				
329.	Discrimination Complaint	Complaint under the <i>Racial Discrimination Act 1975</i> (Cth)	Ongoing	N/A
Federal Circuit and Family Court of Australia				
329.	JA, FCFCOA, SYG1869/2024	Alleged unlawful termination	Finalised	Discontinued, finalised by Deed of Release and Settlement

5.12 Works carried out on private land

Liverpool City Council did not charge less than an approved fee to carry out works on private land in 2024-25 and made no resolutions to charge less than the approved fee under section 67(2)(b) of the *Local Government Act 1993*.

5.13 Amount contributed to financially assist others

Community Donations, Grants and Sponsorships		
Description	Number Awarded	Total Value
Community Grants	39	\$196,104
Matching Grants	5	\$74,807
Liverpool Young Achiever Awards 224	16	\$7,300
Sustainable Environment Grants	8	\$24,950
Sporting Grants	10	\$41,940
Sporting Donation	14	\$14,200
Sporting Contribution	12	\$186,824
Total Community Donations, Grants and Sponsorships		\$ 546,125

Donations, Subsidies and other Contributions	
Description	Total Value
Sponsorships	\$175,864
Events Sponsorships	\$66,845
Donations	
Meals on Wheels	\$32,000
Façade Upgrade	\$44,743
Senior Mobile Program	\$29,250
Other Contributions	
Western Sydney Parklands Trust	\$526,860
FY 2024-25 Contribution to WSPPO	\$77,700
Return Bus trip to WS Airport	\$1,050
Johnny Warren & Les Murray Soccer Cup	\$410
Total Donations, Subsidies and Other Contributions	\$ 954,721
Total Grants, Donations, Subsidies and Other Contributions	
	\$ 1,500,846

In Kind Sponsorship	
Description	Total Value
Remembrance Day	\$3,405
ANZAC Day	\$15,865
Total In Kind Sponsorship Awarded	\$ 19,269

Provided in accordance with section 217(1)(a5) of the *Local Government (General) Regulation 2021*.

5.14 Partnerships and Corporations

i) External Bodies Exercising Council Functions

There were no external bodies exercising Council functions.

ii) Controlling Interests in External Bodies

Council held no controlling interests in corporations, partnerships trusts, joint ventures, syndicates or other bodies.

iii) Participation in External Bodies

Council staff and Councillors were involved in several external committees that deal with issues that impact Liverpool during the period.

External Committee/ Affiliated boards	Council Representatives
Aboriginal Consultative Committee	Clr Dr Betty Green Betty Green Clr Peter Ristevski
Intermodal Precinct Committee	Clr Emmanuel Adjei Clr Fiona Macnaught Clr Peter Ristevski
Macarthur Bushfire Management Committee	Deputy Mayor Peter Harle
NSW Public Libraries (NSW PLA)	Clr Ethan Monaghan
Sydney Western City Planning Panel	Mayor Ned Mannoun Clr Peter Ristevski ALTERNATES: Deputy Mayor Peter Harle Clr Richard Ammoun Clr Sam Karnib
Southwest Sydney Academy of Sports	Clr Sam Karnib Clr Ristevski – alternate
Western Sydney Regional Organisation of Councils	Clr Fiona Macnaught Clr Ethan Monahan ALTERNATES: Clr Sam Karnib Clr Peter Ristevski
Local Government NSW Board	Mayor Ned Mannoun
Liverpool Local Traffic Committee	Deputy Mayor Peter Harle Clr Dr Betty Green Daniel Riley Patrick Bastawrous
Community Safety Precinct Committee	Mayor Ned Mannoun Deputy Mayor Peter Harle Clr Dr Betty Green

Provided in accordance with section 217(1),(a6),(a7) and (a8) of the *Local Government (General) Regulation 2021*.

5.15 Equal Employment Opportunity Management Plan

EEO plan initiative	Activities undertaken
Employees are accountable for workplace equity and diversity	<ul style="list-style-type: none"> • Corporate Induction includes topics on values, respect in the workplace, code of conduct and safety. • Council has developed an e-learning module on working with dignity and respect which forms part of the mandatory essential learning for all employees. • Position descriptions are checked to ensure that upon review or creation, they include the knowledge of work health and safety practices, the principles of equal employment opportunity, ethical practice and multi-cultural diversity.
Workplace Relations are based on respect for others and the workplace is free from discrimination, bullying, harassment and victimisation	<ul style="list-style-type: none"> • Grievance Management Response –Council’s Industrial Relations Specialist is involved with all staff grievances, supporting the manager and providing a framework to conduct a fact finding in response to a grievance. All parties are reminded of the Employee Assistance Program (EAP) and are given the opportunity to have a support person or Union Representative present. • Joint Consultative Committee – Provides a forum representing a cross section of the organisation that provides an opportunity for management and employees to come together to ensure consultation on workplace issues such as workplace change and policies. • The Essentials Learning Program is mandatory learning program for all employees and includes topics on Anti-Discrimination and Equal Employment Opportunity, Sexual Harassment and Workplace Bullying.
All recruitment and selection processes are conducted based on merit	<ul style="list-style-type: none"> • Positions are advertised and applicants are required to respond to specific criteria both within their application and at interview. • In accordance with Council’s Recruitment and Appointment Policy, a selection panel of three members ask all applicants the same questions and rate them against a standard scale against the position requirements. All selection committees are required to have an independent representative outside the position’s directorate. • Selection training is provided to the Chairperson of the Selection Committee to reinforce merit-based selection. • Internal applicants have access to position application training to ensure that they understand how to respond to merit-based selection criteria and conduct themselves in interviews.
Develop appropriate recruitment strategies to encourage a diverse range of applicants and target groups to apply for positions	<ul style="list-style-type: none"> • Council refers to various platforms when sourcing talent including: <ul style="list-style-type: none"> - Recruitment platforms (job boards, career pages); - Social media (Facebook, LinkedIn); and - Relevant industry forums (e.g. – Arts Hub, Planning Institute of Australia, etc). • Council also advertises position vacancies through a range of recruitment agencies that specialise in diversity and inclusion.

EEO plan initiative	Activities undertaken
Workplace provides appropriate employment and development opportunities for target groups	<ul style="list-style-type: none"> • Council provides early career opportunities through traineeships, apprenticeships, graduates and work experience. • All employees have the opportunity to identify and work towards development plans through the annual Career Conversations program. • In 2024 a new program for emerging leaders was introduced identifying future leaders and building leadership capability. • The Anti-Discrimination Board has approved Council's exemption request that permits Council to have up to seven (7) targeted roles in the Operations Directorate specifically for people of Aboriginal or Torres Strait Islander to be given priority for Parks Operative Roles and advertised as only for such applicants. These targeted roles are in the process of being recruited in 2024/2025.
Equitable skill development and career progression is enabled and employees from target groups are retained	<ul style="list-style-type: none"> • Council refreshed its performance management and development practice with a renewed focus on Career Conversations to grow employees' careers. The practice includes a plan with SMART goals and open discussions regarding employee development opportunities. • Council facilitates ongoing training through e-learning, external learning, study assistance and facilitated workshops.
Equity and diversity principles are integrated into Councils corporate plans	<ul style="list-style-type: none"> • The principles of equity and diversity are embedded into Council's corporate plans and are considered in the development of new plans. • In 2024, Council continued to work towards an organisational cultural transformation program which includes a reset of organisational values.
Diversity of Council's workforce reflects the diversity of the NSW community	<ul style="list-style-type: none"> • Council's workforce is made up of a diverse range of people consisting of different groups, ethnicity, religious and age groups. • Council proactively collects diversity data when staff are recruited to inform the organisation of the makeup of its workforce across all diversity groups.

Provided in accordance with section 217(1)(a9) of the *Local Government (General) Regulation 2021*.

5.16 Remuneration Senior Staff

Item	Description	CEO	Senior Staff
(i)	Total value of the salary component of the package (includes terminations, super and cars).	\$542,608	\$2,876,693
(ii)	Total amount of any bonus payments, performance payments or other payments made to them that do not form part of the salary components of their packages.	NIL	NIL
(iii)	Total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor.	\$29,932	\$238,264
(iv)	Total value of any non-cash benefits for which any of them may elect under the package.	\$3.20 (Value of parking Space) FBT Base Value of CEO Vehicle: \$77,906.56 (Average across 2 vehicles)	\$3.20 (Value of parking Space) Total FBT Base Value of Senior Staff: \$352,962.42 Employee Contribution: Director Customer and Business Performance \$11,300.12 (Novated lease vehicle)
(v)	Total amount payable by the council by way of fringe benefits tax for any such non-cash benefits.	\$18,993	\$82,414

Provided in accordance with section 217(1)(b), (c) (i), (ii), (iv), (v) and (c) of the *Local Government (General) Regulation 2021*.

5.17 Statement of total number of persons who performed paid work on Wednesday 4 December 2024

Description	Number
Total number of persons who performed paid work on Wednesday 4 December 2024.	805
Persons employed by Council	
• on a Permanent full-time basis	672
• on a Permanent part-time basis	57
• on a Casual basis	23
• under a fixed-term contract	46
The number of persons employed by the council who are "senior staff" for the purposes of the <i>Local Government Act 1993</i> .	5
The number of persons engaged by the council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person.	16
The number of persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee.	2

Provided in accordance with section 217(1),(d),(i),(ii),(iii),(iv) of the *Local Government (General) Regulation 2021*.

5.18 Stormwater Management Services

A statement detailing the stormwater management services is available on page 67 of the report.

5.19 Companion Animal Management

Administration

Council has four (4) FTE positions dedicated to companion animal management within the Community Standards Business Unit and the total funds spent on this service in 2024-2025 was \$1,394,932.

Enforcement and compliance activities

Council responds to companion animal customer requests with investigations and follow up compliance action. A total 2,416 requests were actioned in the year.

Community education and promotion of desexing programs

Council has provided free desexing and microchipping to residents.

In addition, Council also delivered education campaigns in relation to responsible pet ownership throughout the year.

Statistically the following was achieved:

- 469 cats desexed for free;
- 27 residents obtained desexing subsidy;
- 661 animals microchipped for free.

Alternatives to euthanasia of unclaimed animals

Council operates a no kill animal shelter with a full-time rehoming officer. Eleven cats and 327 dogs were rehomed/reclaimed/sent to rescue during the year.

Reporting details

- Council reported 190 dog attacks during the year.
- 13 cats and 402 dogs were impounded.
- 15 notifications for dangerous/menacing or restricted dogs were issued during the year.

Dog off leash areas

1. Cirillo Reserve, Middleton Grange
2. Miller Park, Miller
3. Macleod Park, Prestons
4. Hoxton Park Recreation Reserve, Hinchinbrook
5. Casula Parklands, Casula
6. Lieutenant Cantello Reserve, Hammondville
7. Shale Hills Dog Park (located within Western Sydney Parklands)

Provided in accordance with section 217(1)(f) of the *Local Government (General) Regulation 2021*.

5.20 Support for carers

Report on compliance with the Careers Recognition Act for the reporting period

Liverpool City Council recognises the valuable social and economic contribution that carers make to the community and the people they care for as per the *Carers Recognition Act 2010*. Council provided support for carers including:

- Events hosted for Carers Week and International Day of People with Disability;
- The Disability Inclusion Action Plan (2024 – 2028) reflects Council's commitment to ensuring people with disability, their families and carers can access Liverpool services and facilities safely and with dignity;
- The Liverpool Access Committee members included people with lived experience who live, work and/or access Liverpool;
- Council's leisure centres and Casula Powerhouse Arts Centre accept Companion Card, which allows carers free access to facilities when they attend in support of a person with disability;
- Council provides a range of flexible work arrangements to enable staff with carer's responsibilities to better manage work and carers responsibilities;
- Council's Flexible Working Policy provides a range of options and opportunities for working flexibly;
- The Local Government (State) Award 2020 and Council's Leave Management Policy continues to provide a range of employment provisions that support employees who have carers responsibilities. This includes Carers and Health and Wellbeing Leave; and
- Council's Employee Assistance Program (provided by Converge International) provides a range of support services to all employees and have a team of specialist counsellors who provide access to specialised support and advice to employees around caring for family members.

Provided in accordance with the section 8(2) of the *Carers Recognition Act 2010*.

5.21 Disability Inclusion Action Plan Implementation

Liverpool City Council's Disability Inclusion Action Plan (DIAP) 2024-2028 is a whole-of-Council response to access and inclusion provision across the city. This incorporates diverse and broad actions that Council has committed to deliver.

Building positive attitudes

- Council's Disability Inclusion Action Plan (DIAP) 2024-2028 reinforces Council's commitment to improving access and inclusion for people with disability, their families, and carers in Liverpool.
- Council supported the ageing community, their carers and families by co-convening the bimonthly South-West Sydney Ageing Forums.
- Council supported people with disability, their carers and families by co-convening the annual South-West Sydney Disability Forum.
- Council supported people with disability, their carers and families by partnering with Each to deliver capacity building workshops for families on childhood development and available supports.
- Council supported strengthening of the disability services sector by partnering with Each to deliver capacity building workshops for professionals working with families with children with disability.
- Council partnered with Macarthur Disability Services to deliver the Liverpool Volunteer Expo targeting people with disability and the ageing communities with opportunities to volunteer in their local community.

- Council continued implementation of the Positive Ageing Plan 2023-2027 including partnering with Collective Leisure to deliver a senior's health and wellbeing program at Lurnea Community Hub and Wattle Grove Community Centre.
- Liverpool Libraries and Casula Powerhouse Arts Centre continue to deliver programs and activities which support people with disability, their families and carers to access programs and services, including the ongoing provision of an accessible technology space.

Creating liveable communities

- The Liverpool Access Committee provided advice and guidance to Council on key developments, projects and activities, and provided an opportunity for people with disability, their carers and families to participate in civic life and inform decision making processes.
- Council conducted consultation on access and inclusion for major projects.
- Council continued to provide Master Locksmith Association Keys (MLAK) keys to residents needing access to local amenities.
- Council's Capital Works Program addressed access and inclusion barriers such as repairing footpaths, installing accessible amenities and improving access to streets, parks and community facilities in Liverpool.
- Council continued to support people with disability, carers and families through provision of information and resources upon request.

Supporting access to meaningful employment

- Council continues to explore ways to improve employment outcomes within specific target groups, including people with disability and their carers. Council has delivered on its first Disability Employment Expo in May 2025, bringing together a broad range of sector agencies, employers with people with a disability and their carers.
- Council's commitment to providing direct employment and mentoring opportunities for people with a disability resulted in one of its employees receiving a Liverpool Young Champion Award for People with a Special Needs.
- Council's Flexible Working Policy continues to provide support for people with disability, their families, and carers to participate in the workforce by providing flexible working options including working from home, compressed/flexible working hours, flex time and leave provisions.

Accessible systems, information or processes

- The Liverpool Mobility Map is available on Council's website, libraries and other community facilities. Information includes locations of accessible parking, toilet facilities and key community services and support groups.
- Council continued to provide Master Locksmith Association Keys (MLAK) to community members with disability. These keys provide access for people with disability to accessible facilities including restrooms.
- Information was provided to residents in a range of formats such as Braille communication boards, social media posts, newsletters, newspapers, online, Telephone and email.
- An Auslan interpreter and hearing loop is available on request for Liverpool City Council meetings.
- Council continues to advocate for access and inclusion to be a guiding principle in the development of plans of management prepared under the Local Government Act 1993.

Provided in accordance with the section 13(1) of the *Disability Inclusion Act 2014*.

5.22 Voluntary Planning Agreements

VPA No.	Address	Description of Commitment	Status
VPA-5	Lot 29 501 Cowpasture Road, Hinchinbrook	Monetary contribution towards district drainage infrastructure and administration, and dedication of land for public open space and recreation.	In-Progress
VPA-8	200 Governor Macquarie Drive, Warwick Farm (Cooper's Paddock)	Dedication of land for public recreation, remediation of land, and construction of traffic and transport facilities, and Shared Path within land to be dedicated.	In-Progress
VPA-9	43 Brickmakers Drive, Moorebank	Monetary contribution towards community facilities, open space and recreation, and construction of a Shared Path within the Georges River foreshore land.	In-Progress
VPA-10	90 Flynn Avenue, Middleton Grange	Contribution towards local community, recreational, transport and drainage facilities within Middleton Grange.	In-Progress
VPA-11	146 Newbridge Road, Moorebank	Embellishment of river foreshore land, dedication of land and construction of a Shared Path.	In-Progress
VPA-12	124 Newbridge Road, Moorebank	Monetary contribution towards the Moorebank Floodplain Voluntary Acquisition Scheme, and dedication and embellishment of river foreshore land.	In-Progress
VPA-14	Lot 1 DP1162276, Governor Macquarie Drive, Warwick Farm	Monetary contribution towards the Georges River Flood Mitigation Reserve.	In-Progress
VPA-15	75 Flynn Avenue, Middleton Grange	Monetary contribution towards local infrastructure.	In-Progress
VPA-16	5 Viscount Place, Warwick Farm	Monetary contribution towards the provision of local infrastructure.	In-Progress
VPA-17	220-230 Northumberland Street, Liverpool	Provision of public car parking in the Liverpool Local Government Area.	In-Progress
VPA-18	Liverpool MegaCenta (The Grove) 10 Orange Grove Road, Warwick Farm	Monetary contribution, and construction of traffic and transport facilities.	In-Progress
VPA-19	20, 26, 28, 31, 32-34 and 33 Shepherd Street, Liverpool	Monetary contribution, construction of traffic and transport facilities and Shared Path.	In-Progress
VPA-34	85 Flynn Avenue, Middleton Grange	Monetary contribution towards local community, recreational, transport, and drainage facilities within Middleton Grange.	In-Progress
VPA-36	8 Hoxton Park Road, Liverpool	Affordable housing lots and monetary contribution for local public domain improvements.	In-Progress

VPA No.	Address	Description of Commitment	Status
VPA-37	Middleton Grange Town Centre, Middleton Grange	Monetary contribution, embellishment of public open space, drainage works and construction of traffic and transport facilities.	In-Progress
VPA-40	28 Yarrunga Road, Prestons	Monetary contribution.	Completed – July 2024
VPA-42	1370 Camden Valley Way, Leppington	Land maintenance, construction of pedestrian path and boardwalk/bridge, and open space embellishments	In-Progress
VPA-47	47-59 Seventeenth Avenue, Austral	Construction of a Gross Pollutant Trap.	Completed – June 2024
VPA-49	275 Adams Road, Luddenham	Monetary contribution for local infrastructure contributions within the Western Sydney Aerotropolis.	Withdrawn
VPA-54	80 Flynn Avenue, Middleton Grange	Monetary contributions for local community, recreation, transport, and drainage facilities.	In-Progress
VPA-55	100 Southern Cross Avenue, Middleton Grange	Monetary contribution towards the provision of local infrastructure.	In-Progress

Provided in accordance with section 7.5(5) of the *Environmental Planning and Assessment Act 1979*.

5.23 Development contributions and development levies

Purpose	Monetary Contributions Received for the Year 2024/25	Works in Kind Received for the Year 2024/25
Drainage	\$15,429,038	-
Roads and Traffic Facilities	\$8,416,062	\$736,648
Car Parking	\$33,222	-
Local Open Space	\$20,326,269	-
Embellishment of Local Open Space	\$5,934,113	-
Community Facilities (Local)	\$895,339	-
Community Facilities (District)	\$515,010	-
Tree Planting (Other)	\$30,318	-
Professional and Legal Fees (Other)	\$26,716	-
Administration Fees	\$466,900	-
Implementation	\$5,082	-
Grand Total	\$52,078,069	\$736,648

Provided in accordance with the *Environmental Planning and Assessment Regulation 2021* clause 218A (1).

5.24 Projects for which contributions or levies have been used

Project ID and Description	Public Amenity/ Service	Amount Expended	% of Cost funded by Contributions	amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan	Value of the land and material public benefit other than money or land	Status of project
101663 - Open Space (OS3) - Edmondson Park - Passive Area	Open Space	\$14,704	100%	Nil	Nil	Not Complete
100571 - WM4 -Middleton Grange-Water Cycle Area on Southern Creek-Drainage	Drainage	\$2,400	100%	Nil	Nil	Not Complete
101206 - Local Street 6.2 North Side of Creek and Cabramatta Creek	Roads and Traffic	\$1,428,175	100%	Nil	Nil	Complete
102785 - Pye Hill Reserve - Key Suburb Park Delivery	Open Space	\$384,000	100%	Nil	Nil	Complete
103932 - Local Collector Road - CR1 -Austral Land Acquisition	Roads and Traffic	\$919,222	100%	Nil	Nil	Complete
103934 - District Passive Open Space-DP11-Austral	Open Space	\$726,825	100%	Nil	Nil	Not Complete
103935 - District Passive Open Space-DP12-Austral	Open Space	\$391,007	100%	Nil	Nil	Not Complete
103936 - Drainage Channel - CHN B25 - Austral	Drainage	\$693,292	100%	Nil	Nil	Not Complete

Project ID and Description	Public Amenity/ Service	Amount Expended	% of Cost funded by Contributions	amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan	Value of the land and material public benefit other than money or land	Status of project
103979 - Local Passive Open Space - LP29 - Austral	Open Space	\$900	100%	Nil	Nil	Not Complete
103881 - Local Road - LR64 - Austral	Roads and Traffic	\$960	100%	Nil	Nil	Not Complete
102265 - Trunk Drainage Channel DC38-Austral	Drainage	\$2,750	100%	Nil	Nil	Not Complete
102462 - Trunk Drainage Channel -DC18- Austral	Drainage	\$176,136	100%	Nil	Nil	Not Complete
103909 - Carnes Hill Sporting Fields	Open Space	\$258,074	100%	Nil	Nil	Not Complete
103908 - Carnes Hill Sporting Amenities	Open Space	\$132,533	100%	Nil	Nil	Not Complete
103974 - Local Passive Open Space-LP57 - Austral	Open Space	\$22,074	100%	Nil	Nil	Not Complete
102074 - LS4 -Local Sporting Field-Austral	Open Space	\$15,063	100%	Nil	Nil	Not Complete
102075 - LS8 - Local Sporting Field -Austral	Open Space	\$16,926	100%	Nil	Nil	Not Complete

Project ID and Description	Public Amenity/ Service	Amount Expended	% of Cost funded by Contributions	amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan	Value of the land and material public benefit other than money or land	Status of project
102198 - Trunk Drainage Basin B16 - Austral	Drainage	\$560	100%	Nil	Nil	Not Complete
103975 - Trunk Drainage Channel -DC23 - Austral	Drainage	\$11,203	100%	Nil	Nil	Not Complete
103747 - DC63 - Trunk Drainage Channel - Austral	Drainage	\$825	100%	Nil	Nil	Not Complete
103898 - Drainage Channel - B22 - Austral	Drainage	\$81,046	100%	Nil	Nil	Not Complete
103899 - Drainage Channel - DC25 - Austral	Drainage	\$1,500	100%	Nil	Nil	Not Complete
103910 - Local Passive Open Space - LP53-Austral	Open Space	\$24,140	100%	Nil	Nil	Not Complete
103911 - Local Passive Open Space - LP27-Austral	Open Space	\$34,712	100%	Nil	Nil	Not Complete
103912 - Open Space - OSc2 - East Leppington	Open Space	\$32,556	100%	Nil	Nil	Not Complete
103923 - Local Road - LR67 - Austral	Roads and Traffic	\$585,167	100%	Nil	Nil	Not Complete

Project ID and Description	Public Amenity/ Service	Amount Expended	% of Cost funded by Contributions	amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan	Value of the land and material public benefit other than money or land	Status of project
103937 - Local Passive Open Space - LP49 - Austral	Open Space	\$46,804	100%	Nil	Nil	Not Complete
103170 - Local Passive Open space - LP25-Austral	Open Space	\$19,446	100%	Nil	Nil	Not Complete
103184 - Acquisition of 18 Gerroa Place, Prestons - P3	Open Space	\$6,512	100%	Nil	Nil	Not Complete
103749 - Local Passive Open Space - LP30 - Austral	Open Space	\$40,772	100%	Nil	Nil	Not Complete
102246 - Local Open space - LP62 - in Austral	Open Space	\$211,248	100%	Nil	Nil	Not Complete
102460 - Local Passive Open Space - LP13 - Austral	Open Space	\$5,100	100%	Nil	Nil	Not Complete
104041 - Local Passive Open Space - LP28 - Austral	Open Space	\$41,873	100%	Nil	Nil	Not Complete
102086 - OSa1 - Passive Open Space - East Leppington	Open Space	\$4,650	100%	Nil	Nil	Not Complete
102164 - Local Passive Open space - LP12 - Austral	Open Space	\$4,650	100%	Nil	Nil	Not Complete

Project ID and Description	Public Amenity/ Service	Amount Expended	% of Cost funded by Contributions	amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan	Value of the land and material public benefit other than money or land	Status of project
103968 - Trunk Drainage Channel -DC7A - Austral	Drainage	\$31,814	100%	Nil	Nil	Not Complete
102668 - Open Space (OS5) - Edmondson Pk - Eastern Side Playing Field	Open Space	\$55,809	100%	Nil	Nil	Not Complete
103950 - District Passive Open Space - DP7 - Austral	Open Space	\$5,625	100%	Nil	Nil	Not Complete
103951 - Trunk Drainage Channel -DC61 - Austral	Drainage	\$1,100	100%	Nil	Nil	Not Complete
103963 - Trunk Drainage Basin - B15 - Austral	Drainage	\$80,119	100%	Nil	Nil	Not Complete
103969 - Trunk Drainage Channel-DC53 - Austral	Drainage	\$1,100	100%	Nil	Nil	Not Complete
103977 - Collector Road - CR21- Austral	Roads and Traffic	\$1,318	100%	Nil	Nil	Not Complete
103996 - Collector Road - CR16 - Austral	Roads and Traffic	\$36	100%	Nil	Nil	Not Complete
103998 - Collector Road-CR17- Austral	Roads and Traffic	\$5,264	100%	Nil	Nil	Not Complete

Project ID and Description	Public Amenity/ Service	Amount Expended	% of Cost funded by Contributions	amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan	Value of the land and material public benefit other than money or land	Status of project
104053 - Open Space LP1 Edmondson Park	Open Space	\$13,866	100%	Nil	Nil	Not Complete
104062 - Playground Park-PP20 - Horningsea Park	Open Space	\$5,350	100%	Nil	Nil	Not Complete
103004 - Edmondson Park Basin 14 - Land Acquisition	Open Space	\$311,711	100%	Nil	Nil	Not Complete
103028 - Flood Detention Basin 14 Edmondson Park - Construction	Drainage	\$374,845	100%	Nil	Nil	Not Complete
103044 - East Leppington - Stormwater Infrastructure - Land Acquisition	Drainage	\$10,168	100%	Nil	Nil	Not Complete
103312 - Austral / Leppington North - Basin 8 - Design	Drainage	\$59,992	100%	Nil	Nil	Not Complete
103924 - District Passive Open Space - DP5 - Austral	Open Space	\$153,034	100%	Nil	Nil	Not Complete
103047 - Austral/Leppington - Basin 13 and 15 - Land Acquisition	Drainage	\$2,850	100%	Nil	Nil	Not Complete

Project ID and Description	Public Amenity/ Service	Amount Expended	% of Cost funded by Contributions	amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan	Value of the land and material public benefit other than money or land	Status of project
103209 - Local Collector Road - CR1 - Austral	Roads and Traffic	\$50,527	100%	Nil	Nil	Not Complete
102084 - B14 - Trunk Drainage Channel - Austral	Drainage	\$76,606	100%	Nil	Nil	Not Complete
103071 - Local Passive Open Space - LP2 - Austral	Open Space	\$88,501	100%	Nil	Nil	Not Complete
103087 - District Passive Open Space "DP4" Austral	Open Space	\$177,889	100%	Nil	Nil	Not Complete
103757 - District Passive Open Space - DP6 Austral	Open Space	\$3,465	100%	Nil	Nil	Not Complete
103826 - Local Passive Open space - LP5 - Austral	Open Space	\$5,239,360	100%	Nil	Nil	Complete
103827 - Trunk Drainage Channel – DC12 - Austral	Drainage	\$872,907	100%	Nil	Nil	Not Complete
103828 - Trunk Drainage Basin - B8 - Austral	Drainage	\$2,655,103	100%	Nil	Nil	Complete
103830 - Trunk Drainage Basin - B23 - Austral	Drainage	\$1,600	100%	Nil	Nil	Not Complete

Project ID and Description	Public Amenity/ Service	Amount Expended	% of Cost funded by Contributions	amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan	Value of the land and material public benefit other than money or land	Status of project
103831 - Local Passive Open space - LP59 - Austral	Open Space	\$24,892	100%	Nil	Nil	Not Complete
103878 - Local Passive Open Space - LP 39 - Austral	Open Space	\$616,335	100%	Nil	Nil	Not Complete
103940 - Local Road - LR39C - Austral	Roads and Traffic	\$780	100%	Nil	Nil	Not Complete
103941 - Collector Road - CR18 - Austral	Roads and Traffic	\$2,220	100%	Nil	Nil	Not Complete
103943 - District Passive Open Space - DP9 - Austral	Open Space	\$3,000	100%	Nil	Nil	Not Complete
103952 - Local Passive Open Space - LP10-Austral	Open Space	\$17,535	100%	Nil	Nil	Not Complete
103955 - Trunk Drainage Basin- B21-Austral	Drainage	\$15,150	100%	Nil	Nil	Not Complete
103879 - Local Passive Open space - LP 35 - Austral	Open Space	\$39,496	100%	Nil	Nil	Not Complete
103882 - Trunk Drainage Channel - CHNB17.2-3 - Austral	Drainage	\$2,160	100%	Nil	Nil	Not Complete

Project ID and Description	Public Amenity/ Service	Amount Expended	% of Cost funded by Contributions	amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan	Value of the land and material public benefit other than money or land	Status of project
103200 - Local Passive Open Space - LP6 - Austral	Open Space	-\$166	100%	Nil	Nil	Not Complete
103236 - Local Sporting Field - LS1 -Austral	Open Space	\$64,309	100%	Nil	Nil	Not Complete
103829 - Trunk Drainage Basin - B20 - Austral	Drainage	\$6,000	100%	Nil	Nil	Not Complete
102657 - Local Passive Open Space - LP17- Austral	Open Space	\$6,185	100%	Nil	Nil	Not Complete
102615 - Trunk Drainage Channel -DC20 - Austral	Drainage	\$7,035	100%	Nil	Nil	Not Complete
102665 - Local Passive Open Space - LP22 - Austral	Open Space	\$342,910	100%	Nil	Nil	Not Complete
101126 - Cabramatta Creek West Arm (2) - Passive Area - Edmondson Park	Open Space	\$205,385	100%	Nil	Nil	Not Complete
102635 - Local Sporting Field - LS9 -Austral 102465 - District Passive Open Space - DP3 - Austral	Open Space	\$1,962,231	100%	Nil	Nil	Not Complete
102465 - District Passive Open Space - DP3 - Austral	Open Space	\$265,561	100%	Nil	Nil	Not Complete

Project ID and Description	Public Amenity/ Service	Amount Expended	% of Cost funded by Contributions	amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan	Value of the land and material public benefit other than money or land	Status of project
102521 - Flood Detention Basin 29 - Austral - Construction (staged)	Drainage	\$444,577	100%	Nil	Nil	Not Complete
102524 - Flood Detention Basin 29 - Austral - Land Acquisition	Drainage	\$47,341	100%	Nil	Nil	Complete
100015 - Playground Replacement program	Open Space	\$140,000	100%	Nil	Nil	Complete
102801 - Australis Reserve - Outdoor Gym	Open Space	\$57,340	100%	Nil	Nil	Complete
102840 - Collimore Park - Regional Playground	Open Space	\$595,740	100%	Nil	Nil	Complete
103735 - Regan Park - Local Park Upgrade	Open Space	\$72,100	100%	Nil	Nil	Complete
103914 - Homestead Park Amenities	Open Space	\$86,532	100%	Nil	Nil	Complete
103819 - Homestead Park - Picnic Facility Upgrade - Delivery	Open Space	\$100,000	100%	Nil	Nil	Complete
103267 - Scott Memorial Park - Sports Park Upgrade	Open Space	\$21,150	100%	Nil	Nil	Not Complete
103738 - Trunk Drainage Channel - DC51 - Austral	Drainage	\$23,781	100%	Nil	Nil	Not Complete
103340 - Flood Detention Basin 5 - Construction	Drainage	\$32,533	100%	Nil	Nil	Not Complete

Project ID and Description	Public Amenity/ Service	Amount Expended	% of Cost funded by Contributions	amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan	Value of the land and material public benefit other than money or land	Status of project
102480 - Affleck Park - Park Development	Open Space	\$356,440	100%	Nil	Nil	Complete
102781 - McGirr Park - Key Suburb Park Program	Open Space	\$299,798	100%	Nil	Nil	Complete
102870 - Liverpool Pioneers' Memorial Park Stage 2 - Design	Open Space	\$65,586	100%	Nil	Nil	Not Complete
102190 - Middleton Drive Underpass at M7	Roads and Traffic	\$370,039	100%	Nil	Nil	Not Complete
102082 - DC40 - Trunk Drainage Channel-Austral	Drainage	\$40,649	100%	Nil	Nil	Not Complete
102762 - Governor Macquarie Drive and Hume Highway Intersection	Roads and Traffic	\$446,532	100%	Nil	Nil	Not Complete
101482 - OS9 - Park on Collector Street 3-Land	Open Space	\$5,855	100%	Nil	Nil	Complete
100095 - Adult fiction	Community Facilities	\$60,000	100%	Nil	Nil	Complete
301121 and 301051 - Salaries	Administration	\$376,820	100%	Nil	Nil	Complete
301051 - Development Contributions Planning and Policy	Open Space	\$14,000	100%	Nil	Nil	Complete
301051 - Development Contributions Planning and Policy	Drainage	\$22,727	100%	Nil	Nil	Complete
Professional fees	Professional fees	\$133,024	100%	Nil	Nil	Complete
103085 - Ernie Smith Reserve (GPT)	Moorebank Intermodal	\$457,070	100%	Nil	Nil	Complete

Project ID and Description	Public Amenity/ Service	Amount Expended	% of Cost funded by Contributions	amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan	Value of the land and material public benefit other than money or land	Status of project
	Expenditure Not Developer Contributions					
103201 - CCTV - Illegal Dumping	Moorebank Intermodal Expenditure Not Developer Contributions	\$8,338	100%	Nil	Nil	Not Complete
103354 - Synthetic Fields and Hammondville Oval Upgrade	Moorebank Intermodal Expenditure Not Developer Contributions	\$114,620	100%	Nil	Nil	Complete
101512 - Erosion Protection - Harris Creek and Helles Park	Moorebank Intermodal Expenditure Not Developer Contributions	\$501,872	100%	Nil	Nil	Complete
103328 - Nuwarra Road - Investigation and Design	Moorebank Intermodal Expenditure Not Developer Contributions	\$18,995	100%	Nil	Nil	Not Complete

Provided in accordance with the *Environmental Planning and Assessment Regulation 2021* clauses 218(2)(a), (b), (c), (d), (e), (f), (g).

5.25 Contributions and levies received and expended during the year

Purpose	Contributions Received for the Year 2024/25	Contributions expended for the Year 2024/25
Drainage	\$15,429,038	\$5,779,869
Roads and Traffic Facilities	\$8,416,062	\$3,810,240
Car Parking	\$33,222	-
Local Open Space	\$20,326,269	\$11,666,105
Embellishment of Local Open Space	\$5,934,113	\$2,185,288
Community Facilities (Local)	\$895,339	-
Community Facilities (District)	\$515,010	\$60,000
Tree Planting (Other)	\$30,318	-
Professional and Legal Fees (Other)	\$26,716	\$133,024
Administration Fees	\$466,900	\$376,820
Implementation	\$5,082	-
Moorebank Intermodal	-	\$1,100,895
Grand Total	\$52,078,069	\$25,112,241

Provided in accordance with the *Environmental Planning and Assessment Regulation 2021* section 218A(3)(a)(b).

5.26 Details of inspections of private swimming pools

Description	Number
Number of inspections that were of tourist and visitor accommodation	1
Number of inspections that were of premises with more than two dwellings	9
Number of inspections that resulted in issuance of a certificate of compliance under section 22D of the Swimming Pools Act	84
Number of inspections that resulted in issuance of a certificate of non-compliance under clause 21 of the Swimming Pools Regulation	9

Provided in accordance with section 22F(2) of the *Swimming Pools Act (1992)* and section 23 of the *Swimming Pools Regulation (2018)*

5.27 Report on government information public access activity

Tabled below is the statistical information about access applications received for the period 1 July 2024 to 30 June 2025 under the Government Information (Public Access) Act.

Clause 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.

Reviews carried out by the agency	Information made publicly available by the agency
Yes	Yes

Clause 8B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total number of applications received
52

Clause 8C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (*information for which there is conclusive presumption of overriding public interest against disclosure*).

Number of applications refused	Wholly	Partially	Total
Yes	0	1	1
% of total	0%	100%	-

Schedule 2: Statistical information about access applications to be included in annual report.

Table A: Number of applications by type of applicant and outcome*

Number of applications by type of applicant and outcome								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Media	0	2	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	3	3	0	0	0	0	0	0
Not-for-profit organisations or community groups	1	0	0	0	0	0	0	0
Members of the public (application by legal representative)	3	9	1	5	1	1	0	1
Members of the public (other)	6	10	1	2	2	2	0	1

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome*

Number of applications by type of application and outcome								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Personal information applications	2	1	1	1	0	2	0	0
Access applications (other than personal information applications)	11	9	0	4	1	1	0	1
Access applications that are partly personal information applications and partly other	0	14	1	2	2	0	0	1

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Invalid applications	
Reason	Number
Application does not comply with formal requirements (section 41 of the Act)	3
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	3
Invalid applications that subsequently became valid applications	3

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

Conclusive presumption of overriding public interest against disclosure	
Reason	Frequency of use
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	1
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Privilege generally - Sch 1(5A)	0
Information provided to High-Risk Offenders Assessment Committee	0

**More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.*

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

Other public interest considerations against disclosure	
	Number
Responsible and effective government	8
Law enforcement and security	0
Individual rights, judicial processes and natural justice	19
Business interests of agencies and other persons	4
Environment, culture, economy and general matters	0
Secrecy provisions	1
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

Timelines	
	Number
Decided within the statutory timeframe (20 days plus any extensions)	44
Decided after 35 days (by agreement with applicant)	2
Not decided within time (deemed refusal)	1

Table G: Number of applications reviewed under Part 5 of the Act (*by type of review and outcome*)

Number of applications reviewed under Part 5 of the Act			
	Decision varied	Decision upheld	Total
Internal review	1	0	1
Review by Information Commissioner	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by NCAT	0	0	0
Total	1	0	1

**The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.*

Table H: Applications for review under Part 5 of the Act *(by type of applicant)*

Applications for review under Part 5 of the Act (by type of applicant)	
	Number
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Table I: Applications transferred to other agencies

Applications transferred to other agencies under Division 2 of Part 4	
	Number
Agency-initiated transfers	1
Applicant-initiated transfers	1

Provided in accord with sections 125 (1) of the *Government Information (Public Access) Act 2009* and Clause 8 of the *Government Information (Public Access) Regulation 2018*.

Internal audit and risk management attestation statement for the 2024/2025 financial year for Liverpool City Council

I am of the opinion that Liverpool City Council has an Audit, Risk and Improvement Committee, Risk Management Framework and Internal Audit function that operate in compliance with the following requirements except as may be otherwise provided below:

Audit, risk and improvement committee

	Requirement	Compliance
1.	Liverpool City Council has appointed an Audit, Risk and Improvement Committee that comprises of an independent chairperson and at least two independent members (section 428A of the <i>Local Government Act 1993</i> , section 216C of the <i>Local Government (General) Regulation 2021</i>).	Compliant
2.	The chairperson and all members of Liverpool City Council's Audit, Risk and Improvement Committee meet the relevant independence and eligibility criteria prescribed under the <i>Local Government (General) Regulation 2021</i> and have not exceeded the membership term limits prescribed under the Regulation (sections 216D, 216E, 216F, 216G of the <i>Local Government (General) Regulation 2021</i>).	Compliant
3.	Liverpool City Council has adopted terms of reference for its Audit, Risk and Improvement Committee that are informed by the model terms of reference approved by the Departmental Chief Executive of the Office of Local Government and the committee operates in accordance with the terms of reference (section 216K of the <i>Local Government (General) Regulation 2021</i>).	Compliant
4.	Liverpool City Council provides the Audit, Risk and Improvement Committee with direct and unrestricted access to the CEO and other senior management and the information and resources necessary to exercise its functions (section 216L of the <i>Local Government (General) Regulation 2021</i>).	Compliant
5.	Liverpool City Council's Audit, Risk and Improvement Committee exercises its functions in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant
6.	Liverpool City Council's Audit, Risk and Improvement Committee provides the governing body with an annual assessment each year,	Compliant. Strategic assessment for the

	and a strategic assessment each council term of the matters listed in section 428A of the <i>Local Government Act 1993</i> reviewed during that term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	2024/25 will be circulated to Council in October 2025. This will also be made available on Council's website.
7.	The governing body of Liverpool City Council reviews the effectiveness of the Audit, Risk and Improvement Committee at least once each council term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	N/A. This is scheduled for 2027

Membership

The chairperson and membership of the Audit, Risk and Improvement Committee are:

Chairperson	Andrew Mcleod	September 2022	September 2024
Chairperson	Michael Ellacott	October 2024	September 2028
Independent member	Dr Sheridan Dudley	September 2022	September 2025
Independent member	Robert Lagaida	September 2022	September 2026
Councillor	Councillor Ristevski	September 2025	September 2026
Councillor	Councillor Rhodes	September 2023	September 2024

Risk Management

	Requirement	Compliance
8.	Liverpool City Council has adopted a risk management framework that is consistent with current Australian risk management standard and that is appropriate for the Liverpool City Council's risks (section 216S of the <i>Local Government (General) Regulation 2021</i>).	Compliant
9.	Liverpool City Council's Audit, Risk and Improvement Committee reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term (section 216S of the <i>Local Government (General) Regulation 2021</i>).	N/A. This assessment will be scheduled prior to the end of Council Term.

Internal Audit

	Requirement	Compliance
10.	Liverpool City Council has an internal audit function that reviews the council's operations and risk management and control activities (section 216O of the <i>Local Government (General) Regulation 2021</i>).	Compliant

	Requirement	Compliance
11.	Liverpool City Council's internal audit function reports to the Audit, Risk and Improvement Committee on internal audit matters (sections 216M, 216P and 216R of the <i>Local Government (General) Regulation 2021</i>).	Compliant
12.	Liverpool City Council's internal audit function is independent and internal audit activities are not subject to direction by the Liverpool City Council (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
13.	Liverpool City Council has adopted an internal audit charter that is informed by the model internal audit charter approved by the Departmental Chief Executive of the Office of Local Government and the internal audit function operates in accordance with the charter (section 216O of the <i>Local Government (General) Regulation 2021</i>).	Compliant
14.	Liverpool City Council has appointed a member of staff to direct and coordinate internal audit activities (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
15.	Internal audit activities are conducted in accordance with the International Professional Practices Framework (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant
16.	Liverpool City Council provides the internal audit function with direct and unrestricted access to staff, the Audit, Risk and Improvement Committee, and the information and resources necessary to undertake internal audit activities (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
17.	Liverpool City Council's internal audit function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant
18.	Liverpool City Council's Audit, Risk and Improvement Committee reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body each council term (section 216R of the <i>Local Government (General) Regulation 2021</i>).	Compliant. Next review scheduled in the 2027/2028 financial year.

Non-compliance with the *Local Government (General) Regulation 2021*

I advise that Liverpool City Council has not complied with the following abovementioned requirements prescribed under the *Local Government (General) Regulation 2021*.

Non-compliance	Reason	Alternative measures being implemented	How the alternative measures achieve equivalent outcomes
Nil			



Jason Breton

Chief Executive Officer

28 October 2025

For further information



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