

The background image shows a large-scale outdoor event at night. A complex metal truss system supports numerous stage lights and speakers. Large, colorful, abstract fabric structures hang from the truss. A dense crowd of people is gathered in the background, some with their arms raised. In the foreground, several performers are seen from behind, wearing traditional, brightly colored dresses with intricate patterns and large skirts. The scene is illuminated by a mix of warm stage lights and cooler ambient lights.

BIANNUAL PROGRESS REPORT

January to June 2026

Introduction

Section 404 of the *Local Government Act 1993* requires every council to report on progress with respect to the principal activities detailed in its Delivery Program. This report outlines Council’s progress for the period of January to June 2026.

A Snapshot of Integrated Planning and Reporting Documents

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

The Delivery Program activates the Community Strategic Plan, which has been developed in consultation with the Liverpool community. The Community Strategic Plan outlines the long-term vision for Liverpool by identifying four key directions that relate to the quadruple bottom line. The combined Delivery Program and Operational Plan details Council’s projects, programs, and activities including key performance indicators and detailed actions that have been developed to measure the overall progress in achieving the vision outlined in the Community Strategic Plan.

By the end of June 2026, Council reported on 28 service areas. A total of 24 service areas were reported as ‘on track’, with four (4) identified as ‘needs attention’.

		
Action on Track Overall measures and projects are being delivered	Action needs attention Not all measures and projects are being met or reaching satisfactory levels	Action not met Measures are not being met

Highlights

UOW Liverpool Campus Opening

The University of Wollongong officially opened its new Liverpool Campus at Civic Place on 19 March 2026, marking a major milestone in Liverpool's 11-year journey towards becoming a university city.

The campus will improve access to higher education across South Western Sydney, support local talent, and strengthen Liverpool's position as a centre for education, research, innovation and opportunity. The next stage of the development, the Helix Hub, is a 17-storey vertical campus and life sciences research facility, scheduled to open in 2028.



Liverpool Mayor Ned Mannoun, Anne Stanley MP, Federal Education Minister Jason Clare and UOW Vice-Chancellor Prof. G.Q. Max Lu AO.

Liverpool 2050 Stakeholder Engagement Roundtable

Council hosted the Liverpool 2050 Stakeholder Engagement Roundtable at Liverpool Civic Place on 14 May 2026, bringing together more than 50 representatives from government, business, education, health, community organisations and industry to help shape the city's long-term future.

Discussions focused on shaping Liverpool as a connected, liveable, innovative, inclusive and globally recognised city. Key themes included improved transport connections, a stronger city centre, innovation in health and education, activation of the Georges River waterfront, enhanced public spaces, employment and investment opportunities, and stronger connections with the Aerotropolis, Bradfield and Western Sydney International Airport. Insights from the roundtable will help shape a practical and ambitious vision for Liverpool through to 2050.



Liverpool 2050 Stakeholder Engagement Roundtable

Luna After Hours Customer Support

Council launched Luna, its new after-hours digital assistant on 29 April 2026, providing residents, businesses and visitors with Council information and support daily from 5.00pm to 8.30am. Luna provides immediate responses to common enquiries, directs customers to relevant online services and supports urgent matters, including emergency responses, and access to community venues.

Following its launch, Luna received approximately 2,500 after-hours enquiries. An estimated one-third required Council action, with the relevant duty officer notified, while the remaining enquiries were resolved through online information and self-service options or related to matters outside Council's responsibility. By managing routine enquiries and reducing customer wait times, Luna has improved service efficiency and enabled Customer Service officers to focus on more complex customer requests.

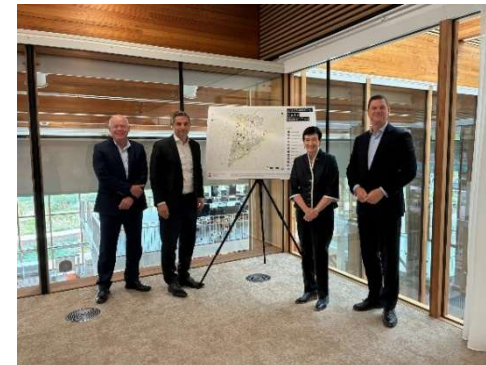


Advocacy and Engagement

Council continued to strengthen regional advocacy and stakeholder engagement by fostering partnerships and facilitating discussions on Liverpool's future growth. Key activities included hosting the Vision Takes Flight event on 20 April 2026. More than 50 stakeholders across business, government, industry, property groups and universities were given the opportunity to discuss investment, infrastructure, employment and the significant economic opportunities arising from Western Sydney International Airport and the Aerotropolis, while strengthening collaboration across the region.

Council promoted the Australian Government's Noise Insulation Program and hosted the Western Sydney International Airport Community Aviation Consultation Group on 13 May 2026. The forum brought together representatives from government, industry, education and the community to discuss employment pathways, freight, transport planning and long-term regional opportunities.

Council also hosted its annual Welcome to Liverpool event on 21 May 2026, welcoming 49 new local business owners to connect, network and learn about the services and support available to help establish and grow their businesses within the Liverpool Local Government Area. Representatives from the Liverpool Chamber of Commerce, Service NSW and Commonwealth Bank attended, providing valuable information, resources and professional connections to support local business success.



L-R Liverpool City Council CEO Jason Breton, Liverpool Mayor Ned Mannoun, Jennifer Westacott and Ken Morrison from the Bradfield City Authority

L-R Deputy Mayor Peter Harle and Councillor Peter Ristevski with new local business owners at the Welcome to Liverpool Event



Council Awards

During the reporting period, Council received a number of awards recognising excellence in innovation, design, community events and customer experience, including:

- Accessible Kayak Launch Pad, Light Horse Park – Winner of the 2026 Boomtown! Project of the Year Award, recognising the project's innovation in improving accessibility and inclusion.
- Yellamundie – Liverpool City Library and Gallery – Winner of the Public Library category at the 2026 Australian Library Design Awards, recognising excellence in civic architecture and library design.
- 2025 Motherland African Festival – Highly Commended at the 2026 Local Government Excellence Awards, recognising Council's delivery of an outstanding community event.
- Bellbird Dining and Bar – Winner of the 2026 Local Business Champions Award, recognising excellence in customer service following nominations and votes from the local community.

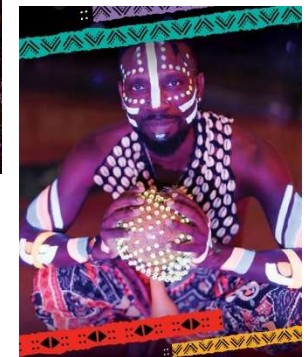


Council staff at the 2026 Australian Library Design Awards

Experience the World Festival Series

Council continues to deliver a program of world-class festivals that celebrated Liverpool's rich cultural diversity through food, music and community experiences. Four major events were held during the period, including, Australia Day, Most Blessed Nights, Motherland African Festival and Lanterns and Lights.

During the reporting period, Council's festival program attracted more than 186,339 attendees and generated an estimated \$12.7 million in economic benefit for the local economy, reinforcing Liverpool's position as a leading destination for inclusive, high-quality cultural events



Most Blessed Nights, Lanterns and Lights and Motherland African Festival

Australia Day

Council hosted its annual Australia Day celebration at Woodward Park, attracting more than 10,000 attendees to celebrate Liverpool's multicultural harmony, diversity, resilience and unity. The event featured the Outback Stockman Show, live music and performances by local community groups, children's entertainment, food and market stalls, arts and crafts, and concluded with a fireworks display. The 2026 Australia Day Awards were also presented as part of the celebrations, recognising outstanding contributions by individuals and community organisations that have made a positive impact across the Liverpool community.



L-R: Charishma Kaliyanda MP, Councillor Matthew Harte, David Moncrieff MP, Councillor Fiona Macnaught, Deputy Mayor Peter Harle, Mayor Ned Mannoun, Councillor Richard Ammoun, Nathan Hagarty MP, and Anne Stanley MP, with the Australia Day Award winners

Citizenship Ceremony

Council hosted seven Australian citizenship ceremonies, welcoming 920 new Australian citizens to Liverpool's diverse and multicultural community. Six ceremonies were held at the Liverpool Powerhouse, while the Citizenship Ceremony took place at Woodward Park as part of Council's Australia Day celebrations.



Liverpool residents attending the Citizenship ceremony at Woodward Park

Seniors' Festival

Council delivered the Liverpool Seniors Festival from 2 to 15 March 2026, under the theme 'Live Life in Colour', celebrating the valuable contribution seniors make to the community while encouraging connection, creativity, active living and new experiences. The two-week program featured workshops, library events, leisure centre activities and a range of community programs delivered across Council facilities.

As part of the festival, Liverpool Regional Museum hosted a series of free talks, tours and workshops showcasing Liverpool's history and heritage. Activities included a tour of Liverpool Pioneers' Memorial Park Cemetery, tours of Collingwood House and Liverpool Regional Museum, Aboriginal storytelling through *People of the Coast*, a presentation on local crime and courthouse history, and a family history research workshop.



Seniors partaking in a workshop at Liverpool Powerhouse

Liverpool Powerhouse Exhibitions and Events

Liverpool Powerhouse delivered a diverse program of major exhibitions, live performances and cultural experiences, reinforcing its role as a vibrant destination for arts and community participation.

Key highlights included the 69th Blake Prize exhibition, showcasing contemporary works exploring spirituality, faith and identity, and the NEXT Student Art Exhibition, celebrating emerging creative talent through works displayed at Yellamundie Gallery. During Refugee Week, *Refugee Stories* featured a live theatre performance based on the experiences of 25 young refugees.

The program also included Interactive Ghost Tours, monthly Create and Recharge Fridays, seasonal artisan markets, community classes and live music at Bellbird Dining and Bar, providing a broad range of cultural and creative experiences for the community.



Liverpool Deputy Mayor Peter Harle, David Moncrieff MP, Charishma Kaliyanda MP, Nathan Hagarty MP, with the 69th Blake Prize winners

City Maintenance

Council continued to deliver its maintenance program during the period.

- More than 9,700 sqm of road pavement was repaired and resurfaced at various locations;
- More than 12.5 km of road shoulder areas were regraded and maintained;
- Approximately 4,300 sqm of concrete footpaths and 205 linear meters of kerb were reconstructed at several locations;
- Faded and missing line markings were reinstated on various streets, replacements and new installations of traffic signs and street furniture, valued at \$275,000;
- All 121 gross pollutant traps within the Local Government Area were cleaned twice, including repairs to damaged drainage structures and removal of waterway weeds. In addition, several street drainage pits were inspected and cleaned;
- More than 1,800 customer requests were received and actioned for various maintenance works;
- More than 975 driveway inspections were undertaken; and
- More than 715 road opening applications were processed, and respective permits issued.



Footpath installation on Haybale Street, Austral

Parks and Recreation

Austral

Council continued planning and delivering new parks and recreational facilities to support Austral's growing community. Consultation on draft concept designs for Local Park 6 and District Park 11 commenced on 2 February 2026, with an in-person engagement opportunity held at the Middleton Grange Family Fun Day on 7 February 2026. Community feedback will inform the development of the final designs.

Planning also progressed for Local Park 2 at 335 Sixth Avenue, with consultation on the Draft Concept Plan closing on 26 April 2026. Following consideration of community feedback, the Concept Plan was finalised and published on Liverpool Listens, and detailed design work progressed for the proposed playground, outdoor fitness gym, flexible open lawn, footpath connections, park furniture and landscaping improvements. Council also held a Community Planting Day in Austral on 31 May 2026, providing residents with an opportunity to support local tree planting, habitat improvement and environmental restoration.



Concept design for Austral Local Park 6, Austral

Light Horse Park Redevelopment

Council continued Stage 2 of the Light Horse Park redevelopment, progressing upgrades to the car park, including resurfacing and drainage improvements, new CCTV and lighting, landscaping works, and infrastructure to support future electric vehicle charging stations. These works have enhanced safety, accessibility and amenity for park users.

Bigge Park and Phillips Park

Council also completed improvement works at Bigge Park and Phillips Park, including the installation of new colourful soft-fall surfaces in the water play areas creating cleaner, safer and more accessible recreational spaces for children and families.



Stage 2 construction works at Light Horse Park

Phillimona Gardens

Phillimona Gardens officially opened on 30 March 2026. This new public space offers a direct connection between the heritage of the area and contemporary urban design. The \$1.2 million development on the historic Bigge Street site was delivered through \$1 million in funding from the NSW Government's Public Spaces Legacy Program, with Council contributing \$200,000.

The former 1920s bungalow site has been transformed into a series of intimate garden rooms featuring salvaged bricks, cottage-style planting, custom furniture and interpretive elements that celebrate the site's history and former residents. The award-winning space provides residents and visitors with a peaceful place to relax, reflect and connect with Liverpool's local heritage.



Phillimona Gardens, Liverpool

Circular Economy

Council continued to strengthen sustainable waste management and resource recovery through significant progress in circular economy initiatives.

The rollout of the Food Organics and Garden Organics (FOGO) service was completed for all single-unit dwellings and rural properties, extending access to more than 80% of Liverpool residents and improving landfill diversion. Council also commenced operations at its Circular Economy Microfactory, increasing local resource recovery through innovative manufacturing, including the production of tiles from recovered mattress materials.

Mattress floc diversion increased by more than 15% compared with the previous year, while community participation was supported through Clean Up Australia Day, Clean Up Liverpool Day, Household Chemical CleanOut events and targeted waste education programs.

Council also progressed a \$100,000 feasibility study to explore commercial opportunities arising from its award-winning circular economy program and advanced planning for FOGO services to multi-unit dwellings, a review of the Domestic Waste Policy, and procurement of a future three-bin collection service.



FOGO kitchen caddy supporting residents to separate food scraps for organic waste collection

Mattress materials being processed at Council's Circular Economy Microfactory



Environmental Sustainability

Council delivered a broad range of environmental initiatives to protect natural areas, enhance biodiversity and improve public spaces across the Liverpool LGA.

In partnership with Ocean Crusaders and community volunteers, Council removed 3,070 kilograms of debris from Chipping Norton Lake and surrounding waterways, helping to protect the Georges River and local wildlife. Council also continued to support Bushcare and bush regeneration programs, with Clean Up Australia Day engaging 46 groups and more than 200 volunteers who collected over 400 kilograms of litter across the LGA.

Four Community Planting Days were held across Liverpool, providing residents with opportunities to plant trees, restore habitats and contribute to bushland regeneration. During National Volunteer Week, Council also recognised the valuable contribution of environmental volunteers whose ongoing efforts continue to create cleaner, greener and more sustainable neighbourhoods.



Volunteers from Ocean Crusaders and Georges River Keeper

Service Area Highlights Summary

1.3 Recreation and Community Outcomes

- Council's Community Leisure Centres have recorded high visitations through both continued growth in core programs as well as a raft of programs that are delivered to target groups, with almost 18% of visitations are from vulnerable community members attending program specifically developed to cater for their needs. It is pleasing to see the leisure centres evolve into key community assets
- In celebrating its tenth continuous year, the 2168 Children's Parliament program was recognised for its community value as a finalist in the 2026 Zest Awards. Council recognises Mission Australia as a valuable funding partner in supporting this showcase program. Similarly, Council Community Hubs programs expand its relevance to the community achieving record participation numbers in supporting families from its diverse cultural backgrounds.

1.4 Community Planning

- Progressing the LGA-wide organisational update of Plans of Management, including;
 - Key sites and Crown Lands, including Craik Park;
 - Generic Plans of Management for Community Facilities, Parks and Natural Areas and Sportsgrounds.
 - Progressing masterplans and concept designs for growth area open spaces including Sinozich Reserve in Edmondson Park, Local Park 6 and
- District Park 11 in Austral, Playground Park 1 in Hinchinbrook, Playground Park 10 in Hoxton Park, Playground Park 15 in West Hoxton and Playground Park 21 in Prestons.

1.5 Children's Services

- Liverpool Children's Services has engaged consultant and early childhood professional Adam Christie to support educators in deep reflection and professional growth. Through this collaboration extending over a period of 18 months, educators have explored the principles and practices of slow pedagogy, gaining a deeper appreciation of the value of taking time to observe, reflect, and respond to children's learning. The partnership has also strengthened educators' understanding and use of pedagogical documentation, enabling them to capture and analyse children's learning experiences more effectively. This work has enhanced educators' professional practice, fostering richer, more intentional learning environments that prioritise thoughtful engagement and the holistic development of each child.
- Council successfully received the National Worker Retention Grant, demonstrating its ongoing commitment to supporting and retaining a highly skilled early childhood workforce. Council has progressed the application of grant payments to eligible educators, ensuring that staff directly benefit from this initiative. This funding will assist in strengthening workforce stability, recognising the valuable contributions of educators, and supporting the continued delivery of high-quality early childhood programs across Council's services.

1.6 Arts and Culture

- Exceeded the community satisfaction target, with 86.12% of respondents satisfied or very satisfied with programs and services.
- Increased audience attendance and continued to attract new visitors across performances, exhibitions, workshops and festivals.
- Expanded workshop offerings, cultural partnerships and venue activation initiatives, strengthening community engagement and participation.

1.7 City Infrastructure Delivery and Construction

Project Delivery

- Achieved 100% completion of the approved Road Renewal and Footpath Asset Program, meeting annual KPI targets.
- Completed the Road Rehabilitation Program, New Footpath Capital Works Program, and Stormwater Rehabilitation Program.
- Successfully delivered the Community Centre and Child Care Centre Rehabilitation Program.
- Completed the Building Compliance Program and Sports Amenity Building Upgrade Program.
- Delivered the new Homestead Park Amenity Building.
- Completed detailed design for the Middleton Drive Extension/M7 Underpass, with approvals currently under review by TfNSW and M7 operators.
- Advanced planning and procurement activities for Basin 14 Edmondson Park Flood Detention Basin, with construction tender preparation underway.
- Progressed the Governor Macquarie Drive/Hume Highway Intersection Upgrade, with procurement preparations in the final stages and construction scheduled to commence in August 2026.

Strategic Project Progress

- Edmondson Avenue Upgrade: Detailed design completed and acquisition plans substantially progressed, with 8 of 53 required properties acquired.
- Basin 29 Austral Flood Detention Basin: Detailed design nearing completion and easement acquisition underway.
- Carnes Hill Sports Complex and Carnes Hill Outdoor Sports Complex designs significantly progressed in preparation for construction in FY2026-27.
- Playground Replacement and Shade Program progressed to 70% completion, with installations underway.
- Craik Park Sports Complex design commenced and progressing toward completion in June 2027.

Key Challenges

- Land acquisition requirements continue to impact delivery timeframes.
- Funding shortfalls have delayed progression of some key projects.
- Utility authority approvals and stakeholder reviews remain critical path items for several major infrastructure projects.
- Liverpool Powerhouse Chiller Replacement impacted by site access and crane loading constraints requiring alternative delivery solutions.

Outlook

- Multiple major projects are expected to move from planning and design into construction during FY2026-27.
- Continued focus on securing external funding, progressing land acquisitions, and obtaining regulatory approvals to maintain delivery momentum across Council's strategic infrastructure portfolio.

Western Sydney Infrastructure Grants Program (WSIG)

Program Achievements

- KPI target achieved with program expenditure managed within approved budget allocations.
- Macquarie Street Middle Streetscape project completed, delivering enhanced public domain outcomes within the Liverpool CBD.

- Light Horse Park carpark reached 90% completion.
- Expressions of Interest completed for both the Carnes Hill Aquatic and Recreation Centre and Brickmakers Creek projects.
- Railway Street procurement process substantially completed, with a preferred tenderer identified and contract negotiations progressing.
- Tender process advanced for Light Horse Park redevelopment works.

Planning and Design Milestones

- Carnes Hill Aquatic and Recreation Centre progressed to 35% detailed design and Development Application assessment.
- Railway Street detailed design completed to 100%.
- Scott Street detailed design reached 85% completion.
- Light Horse Park building and park designs progressed to tender-ready status.
- Brickmakers Creek detailed design and procurement planning substantially completed.

Community and Stakeholder Engagement

- Community engagement workshops undertaken for public art initiatives at Light Horse Park and Brickmakers Creek.
- Brickmakers Creek Plan of Management publicly exhibited.
- Development Applications for major projects continued through assessment processes with relevant approval authorities.

Key Challenges

- Construction cost escalation, material price increases and supply chain pressures continue to impact project budgets and delivery planning, estimates are circa 4-6% additional costs.
- Ongoing mitigation measures include value engineering, project staging, scope refinement and flexible procurement approaches to maintain affordability and delivery outcomes.

Outlook

- Major procurement activities will continue across the LGA.
- Several WSIG projects are expected to transition into construction during FY2026-27, delivering significant recreational, community and public domain improvements across Liverpool.

2.1 City Waste and Recycling

- 51,465 customer vehicle visits recorded at the Community Recycling Centre during 2025/26, representing an 11.5% increase on the previous financial year.
- 29,807 booked household clean-up collections completed across the Liverpool LGA.
- Approximately 60.8% of collected clean-up material diverted from landfill, supporting Council's long-term resource recovery objectives.
- Resource recovery initiatives diverted:
 - 1,821 tonnes of general household clean-up material;
 - 835 tonnes of scrap metal; and
 - 8,706 mattresses from landfill.

- Public bin servicing and CBD cleaning programs consistently achieved required service levels, maintaining a clean and welcoming public environment.
- Community Recycling Centre operations successfully serviced 25,144 vehicles during the January–June 2026 reporting period alone.
- Illegal waste management service review commenced, with a formal review program scheduled for the second half of 2026 to identify service improvements.
- Recruitment and resource planning initiatives are underway to improve street sweeping performance and strengthen service delivery across the city.

Key Challenges

- Street sweeping program achieved 92% completion against the 95% target due to operational resource constraints and equipment breakdowns.
- Continued focus required on improving landfill diversion performance to achieve the long-term target of 80% diversion by 2030.

Outlook

- Progress recruitment of operational staff to improve service reliability and street sweeping outcomes.
- Undertake the planned illegal waste management service review to enhance customer response and operational efficiency.
- Continue strengthening performance reporting and resource recovery initiatives to support improved environmental outcomes and future KPI achievement.

2.2 City Maintenance

Parks and Open Spaces

Service Delivery Achievements

- Most of the scheduled mowing programs across parks and open spaces experienced challenges and through redeployment and contractor engagement they were brought up to date despite above-average rainfall and accelerated grass growth.
- Operational teams were successfully redeployed to priority locations to manage increased vegetation growth and maintain service standards.
- Ongoing maintenance of parks, sporting fields and open spaces delivered using best-practice horticultural and asset management techniques.

Tree Management and Urban Greening

- Continued implementation of Council's Tree Management Program in accordance with adopted policies, strategies and technical guidelines.
- Commenced the Tree Gateway Program, with the first location at Berryman Reserve completed.
- Continued tree planting, replacement and maintenance activities to support urban canopy growth and environmental outcomes.

Operational Improvements

- Invested significant capital in specialised maintenance plant and equipment, including a remote-control mower and spray units, improving operational efficiency and safety.
- Enhanced Council's capacity to maintain parks, open spaces and difficult-to-access areas through modernised equipment and service delivery practices.

Key Challenges

- Above-average rainfall and warmer seasonal conditions resulted in accelerated grass and vegetation growth, increasing maintenance demands across the LGA.
- Managing a backlog of tree-related customer requests while maintaining routine tree maintenance and planting programs.
- Balancing maintenance requirements across a growing portfolio of parks, sports fields, streetscapes and public open spaces.
- Maintaining service levels within available operational resources despite increasing community expectations and asset maintenance requirements.

Outlook

- Continue reducing the backlog of tree management requests and expand delivery of the Tree Gateway Program.
- Focus on winter maintenance activities, including tree pruning, garden bed mulching and asset upkeep.
- Leverage new equipment and operational improvements to increase productivity and maintain service standards across Council's open space network.

Facilities

Compliance and Regulatory Performance

- Achieved 100% compliance with statutory maintenance requirements for the financial year ending 30 June 2026.
- Met all compliance obligations under relevant Australian Standards, including:
 - AS1851 – Fire Protection Systems;
 - AS3000 – Electrical Installations; and
 - AS3500 – Plumbing and Drainage Services.
- Maintained 100% completion of Annual Fire Safety Statements within scheduled timeframes.

Building Maintenance and Asset Management

- Completed all scheduled building compliance activities across Council's facilities portfolio, including community centres, childcare centres, libraries, museums, heritage buildings, leisure centres and operational facilities.
- Delivered ongoing safety, emergency and reactive maintenance services to Council buildings and community facilities, achieving 100% completion of service requests.
- Managed approximately 200–300 building maintenance work requests per month to maintain service continuity and facility functionality.

Emergency Services Support

- Provided ongoing facilities and maintenance support to the Rural Fire Service (RFS) and State Emergency Service (SES) as required throughout the reporting period.
- Successfully completed all emergency maintenance requests associated with emergency service operations.

Service Performance

- Achieved all KPI targets for the January–June 2026 reporting period.
- Maintained high levels of responsiveness to customer and facility maintenance requests while ensuring essential building assets remained safe, compliant and operational.

Challenges

- Increasing reactive maintenance demands across Council's diverse building portfolio.
- Maintaining ageing facilities while achieving full statutory compliance requirements.
- Balancing preventative maintenance, emergency response obligations and high monthly work request volumes.
- Supporting emergency services operations while maintaining service delivery across community facilities.

Outlook

- Continue delivering proactive maintenance and compliance programs across Council's building portfolio.
- Maintain full statutory compliance and asset performance standards across all facilities.
- Strengthen preventative maintenance practices to maximise asset life, reduce reactive maintenance requirements and support community service delivery.

Civil Operations

Asset Maintenance and Infrastructure Delivery

- Completed 95% of the Road Maintenance and Footpath Program, including road shoulder, kerb and gutter, signage and CBD maintenance activities.
- Repaired and resurfaced more than 9,700 m² of road pavement across the LGA.
- Regraded and maintained approximately 12.5 km of road shoulders to improve road edge stability and drainage performance.
- Reconstructed approximately 4,300 m² of concrete footpaths and more than 200 linear metres of kerb across multiple locations.

Road Safety and Public Infrastructure

- Reinstated faded or missing line marking at various locations to improve road user safety.
- Replaced and installed traffic signs and street furniture with a total investment of approximately \$275,000.

Drainage and Environmental Maintenance

- Completed scheduled cleaning of all 121 Gross Pollutant Traps (GPTs) across the LGA.
- Undertaken drainage infrastructure repairs, waterway maintenance and stormwater pit cleaning to improve network performance and environmental outcomes.
- Removed invasive vegetation from selected waterways to support environmental health and flood resilience.

Outlook

- Continue delivering proactive maintenance programs to improve asset condition and service levels.
- Focus on optimising maintenance planning and asset interventions to maximise infrastructure lifecycle performance and community outcomes.
- Progress improvements in asset condition monitoring and reporting to support future infrastructure investment decisions.

2.3 Urban Design

- The Liverpool City Centre Signage and Wayfinding Suite project has been completed.
- Council endorsed an updated Design Excellence Panel Charter and Procedure.

2.4 Regulatory Compliance

- Regulatory health inspection targets were exceeded, with 100% of scheduled inspections completed, strengthening public health protection and compliance oversight.
- All construction certificate and complying development certificate applications were determined within statutory timeframes achieving 100% on time determination rate.
- Strong operational performance reflects effective planning, risk-based prioritisation and the commitment of staff to deliver safe, compliant and resilient community outcomes.

2.5 Development Assessment

- Development applications, modifications and review determinations with a combined estimated construction value exceeding \$2.05 billion were determined during the reporting period.

2.6 Environmental Planning and Management

Climate Action and Sustainability

- Completed the street lighting LED replacement project, reducing Council emissions and delivering estimated annual operational savings of \$300,000–\$500,000.
- Progressed implementation of the Liverpool Climate Action Plan, including procurement of solar and battery systems for six Council facilities through the Community Energy Upgrades Fund.

Environmental Restoration

- Completed the review of Council's environmental restoration framework and secured endorsement of the Environmental Restoration Plan 2036 by the Environment Advisory Committee.
- Successfully delivered the Environmental Restoration Plan Program, including:
 - Six fully subscribed community planting days;
 - Ongoing volunteer restoration activities;
 - Completion of the Annual Aquatic Ecosystem Monitoring Report for the Georges River; and
 - Publication of creek health monitoring results for the community.

Contaminated Land Management

- Achieved 100% completion of priority contaminated site remediation activities.
- Completed remediation works at:
 - 90 Tenth Avenue, Austral; and
 - Weaving Gardens Cycleway, Casula; and 62 Kelly Street, Austral.

Environmental Protection and Biosecurity

- Maintained active treatment and monitoring programs for priority invasive weeds, including:
 - Salvinia at Cecil Hills Lakes;
 - Ludwigia along the Georges River; and
 - Alligator Weed across waterways and high-risk locations.
- Undertaken targeted private property inspections to support regional biosecurity compliance and risk management.

Key Challenges

- Managing ongoing invasive weed infestations across waterways, bushland and drainage corridors requiring continuous monitoring and intervention.
- Balancing bush regeneration maintenance across Environmental Restoration Plan sites and non-program sites with available resources.
- Maintaining long-term compliance and monitoring requirements associated with Underground Petroleum Storage Systems and contaminated land management.
- Delivering climate action initiatives while managing budget, procurement and installation timeframes for renewable energy projects.

Outlook

- Award and commence installation of solar and battery systems at Council facilities.
- Continue implementation of the Environmental Restoration Plan 2036 and bush regeneration programs.
- Progress climate action and emissions reduction initiatives to further reduce Council's environmental footprint and operating costs.
- Maintain focus on biosecurity, environmental restoration and contaminated land management to improve environmental outcomes across Liverpool.

2.7 Circular Economy (FOGO)

Circular Economy and Resource Recovery

- Successfully rolled out FOGO services to all single-unit dwellings and rural properties, providing access to over 80% of Liverpool residents.
- Achieved a greater than 15% increase in mattress floc diversion compared with FY2024/25.
- Established and commenced operation of Council's Circular Economy Microfactory, supporting innovative waste diversion and resource recovery outcomes.
- Commenced tile production from recovered materials and expanded local circular economy initiatives.

Community Education and Engagement

- Delivered a broad range of waste education initiatives across the community.
- Successfully conducted:
 - Two Household Chemical Cleanout events;
 - Clean Up Australia Day activities;
 - Clean Up Liverpool Day;
 - School waste education programs; and
 - Community engagement and FOGO education campaigns.
- Developed the Waste Education Hub and strengthened partnerships with local schools through education and excursion programs.

Strategic Projects

- Progressed kitchen caddy distribution planning for future FOGO implementation in multi-unit dwellings.
- Advanced the review of Council's Domestic Waste Policy, with the revised policy awaiting approval.
- Commenced procurement activities for the future Three-Bin Collection Contract, supporting long-term waste service improvements.
- Participated in all available WSROC regional waste and resource recovery initiatives.

Key Challenges

- Full implementation of FOGO services to multi-unit dwellings was delayed and will continue during FY2026/27.
- Achieving Council's long-term target of 80% waste diversion by 2030 remains an ongoing challenge requiring sustained community behaviour change and service improvements.
- Managing the complexity of introducing new waste collection systems across a growing and diverse housing stock.
- Progressing major procurement and policy reform projects while maintaining day-to-day waste education and community engagement services.

Outlook

- Continue the staged rollout of FOGO services to multi-unit dwellings across the Liverpool LGA.
- Expand circular economy initiatives through the Microfactory and additional resource recovery opportunities.
- Finalise the Domestic Waste Policy review and progress procurement of the future three-bin collection service.
- Build on community education programs to improve waste diversion, recycling participation and sustainable waste management behaviours.

2.11 Traffic and Transport Management

- All road safety events have been carried out throughout the year with Child Restraint Checking events continuing to operate at full capacity.
- Council has made progress in Heavy Vehicle Safety Awareness around Depot Fleet Vehicles.
- Council is continuing to provide significant input regarding new schools being introduced in the LGA, focusing on access improvements and congestion management.

3.1 Economic Development

- Secured \$2.99 million in external grant funding through 11 successful grant applications, with a further 19 applications awaiting assessment.
- Facilitated approximately 2,200 local jobs and progressed employment-generating development opportunities valued at more than \$104.5 million.
- Strengthened strategic partnerships with universities, industry, government and peak bodies, including Amazon, the Gradient Institute, UNSW, Ui, the University of Sydney and Western Sydney University, to support workforce development, research and innovation.
- Delivered flagship business engagement events including Where Vision Takes Flight and Welcome to Liverpool, supporting investment attraction, business capability and networking.
- Progressed the Liverpool Visitor Economy Strategy 2026–2031, secured \$200,000 for the Liverpool City Centre Special Entertainment Precinct, and continued initiatives to strengthen Liverpool's visitor and night-time economy.
- Continued implementation of the Small Business Strategy, engaging more than 125 businesses through business support, referrals, networking and advisory services.
- Strengthened collaboration with the Bradfield Development Authority, Western Sydney International Airport and regional partners to maximise investment, employment and economic opportunities arising from the Western Sydney Aerotropolis
- Advanced implementation of the Liverpool Innovation Precinct Masterplan through strategic partnerships, international collaboration, investment attraction and planning for the Liverpool Innovation Festival.
- Progressed the Vibrant Streets Program, completing two CBD facade improvement projects and fully committing the 2025/26 program funding allocation.

3.2 Commercial Development and Property

- During the reporting period, Council received 14 reports regarding property matters. Council also made 20 offers for land acquisitions, completed seven property settlements, and submitted three applications to the Office of Local Government, demonstrating continued progress across key property and governance initiatives.

4.1 Customer Service

- The introduction of Luna, Council's artificial intelligence voice agent for afterhours service.

4.2 Governance and Corporate Management

- Council continued to deliver a collaborative community engagement program across the organisation to maximise participation opportunities. During the reporting period, 15 face-to-face engagement activities were delivered, complemented by Council's digital and social media channels.
- Safety management system procurement is the major priority and has the potential to be expanded to add value to other overlapping business units and customers.
- The introduction of both the new Applicant Tracking System and Learning Management System.
- Continued development of the Council-wide Culture Enhancement Program.
- Ongoing leadership support for Executive and Senior Management.
- Advances in workforce reporting to be utilised for data driven decision making from leaders.
- Introduction of Your Voice Employee Engagement survey.
- Council completed the review of the Delivery Program 2025-29 and Operational Plan 2026-27. Council adopted the Plan at its June 2026 meeting.

- Enterprise resource planning contract was signed in March 2026 paving the way for more efficient business processes throughout Council. Draft 10-year IT Strategy and accompanying 5-year project roadmap completed, pending Council endorsement.
- Safety management system procurement is the major priority and has the potential to be expanded to add value to other overlapping business units and customers.

4.6 Advocacy and Partnerships

- Advocacy for the South West Connector Rail/Metro Corridor Concept has the potential to re-invigorate the previously proposed Liverpool to Bankstown Metro extension.
- On 14 May 2026, Council hosted the Liverpool 2050 Stakeholder Roundtable to present the draft vision, test key strategic directions and gather feedback to inform Liverpool's long-term future.
- The session brought together a diverse cross-section of stakeholders, including community leaders, business representatives, education and health institutions, government agencies, industry experts and local organisations. Council sought feedback on ten transformational projects that will help shape Liverpool's future, including the South West Connector, activation of the city's riverside precincts, and the development of a major entertainment precinct incorporating a stadium. The roundtable provided an opportunity to validate the draft vision, explore emerging opportunities and challenges, and ensure Liverpool 2050 reflects the aspirations, priorities and expertise of those who will help shape the city's future.
- As part of its partnership with Resilient Sydney, Council also participated in Extreme Heat Awareness Day on 4 February by delivering a community awareness campaign through social media and targeted education activities for community groups to improve preparedness for extreme heat events. Extreme Heat Awareness Day is a national initiative created by Sweltering Cities and The Australian Red Cross.
- Council partnered with the Western Sydney Leadership Dialogue to plan the Western Sydney International Airport Summit, held on 3 July 2026 at the William Inglis Hotel, Warwick Farm. The Summit brought together leaders from government, industry, business and education to discuss opportunities arising from Western Sydney International Airport, with a keynote address by Prime Minister Anthony Albanese and participation from NSW Deputy Premier Prue Carr. The event strengthened strategic partnerships and advanced advocacy for investment, infrastructure and economic growth across South West Sydney.

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

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

Public Comment
- Liverpool City Libraries continue to demonstrate strong performance as a valued community service, delivering high-quality programs, collections and learning opportunities that respond to the diverse needs of Liverpool residents. - During the year, the library service recorded growth in collection usage, expanded access through innovative service models such as the Ed Square Library Link Service and strengthened community engagement through a broad range of outreach activities, partnerships and cultural programs. - The service has continued to evolve to meet the changing needs of the community, with increased investment in early literacy initiatives, expanded support for HSC students and young adults, and enhanced programs promoting lifelong learning, digital inclusion, creativity and wellbeing. Strong participation in exhibitions, heritage projects, community events and educational programs highlights the important role libraries play as cultural, social and learning hubs within Liverpool. - Liverpool City Libraries has also strengthened partnerships with educational institutions, community organisations and service providers, enabling the delivery of diverse and accessible programs that support social inclusion, community connection and lifelong learning opportunities for residents of all ages. - Liverpool City Libraries has continued to innovate, improve service delivery and maintain strong community engagement. The results achieved during the year reflect the dedication of library staff and their ongoing commitment to providing contemporary, responsive and customer-focused services that enrich the lives of Liverpool residents and contribute to a connected, informed and resilient community.

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

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

Comment
- Over the reporting period, Council delivered a diverse program of events that continued to attract strong audiences, support local creatives and businesses and contribute positively to the social, cultural and economic vitality of the Liverpool LGA. - Attendee satisfaction across major events remained positive with strong economic outcomes and continued success in securing sponsorships, grant funding and in-kind support to offset event delivery costs. - The Experience the World series continues to evolve through the successful relocation and introduction of Motherland and Lanterns and Lights to Liverpool Powerhouse, broadening the program's reach and activating new cultural spaces. These initiatives reinforce Liverpool's cultural identity while demonstrating Council's commitment to delivering inclusive, innovative and sustainable events that respond to the evolving needs and interests of the community.

Service Area	Description
1.3 Recreation and Community Outcomes	The Recreation and Community Outcomes service area seeks to improve the liveability of the Liverpool community through the facilitation and creation of services, programs and activities that improve the physical, mental and social wellbeing of the community. In addition, the service area seeks to identify and address gaps in the provision of services for marginalised populations and targeted community groups. Council leverages its partnerships with its network of community organisations, Non-Governmental Organisations (NGOs) and other agencies and providers.

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

Comment
• Council's Recreation and Community Outcomes teams continue to deliver high-quality and valuable services to the community. • At a general level, more than 1 million visitations to the structured activities services and programs that are driven through its leisure centres, community venues and sports field. • Significantly, a targeted focus on marginalised members of the community has resulted in the delivery of a wide-ranging program mix that improves the liveability of the community through enhanced physical, mental and social wellbeing.

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

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Healthy, Inclusive, Fair	1a - Deliver vibrant parks, community hubs, services and facilities that improve liveability and quality of life for everyone in the community. 1f - Support active and healthy lifestyles by improving accessibility, footpaths, cycleways and walkways and other infrastructure that promotes and supports active transport.	Director Community and Lifestyle	

Comment

Council continues to deliver social infrastructure planning and design projects, including (but not limited to) the following:

- Progressing the development of Master Plans for priority parks, sports and recreational facilities, through the development of concept designs and consultation on detailed designs and stakeholder engagement, including Craik Park, WV Scott Memorial Park, and Sinozich Reserve.
- Progressing the development of Concept Designs for priority local parks, pocket parks, and play spaces including Local Park 6 and District Park 11 in Austral, Playground Park 1 in Hinchinbrook, Playground Park 10 in Hoxton Park, Playground Park 15 in West Hoxton and Playground Park 21 in Prestons.
- Progressing the development of briefs and concept designs for community facilities in growth areas, including Town Park Community Hub in Edmondson Park.
- Progressing the Plan of Management Priority Program for key sites and Crown Lands, including Craik Park.
- Progressing the Generic Plans of Management for Community Facilities, Parks and Natural Areas and Sportsgrounds.
- Assisting with technical advice to detailed design of major projects including Lighthouse Park Masterplan and Community Hub, Brickmakers Creek Masterplan and Amenities, Carnes Hill Masterplan and Aquatic Centre, and Ireland Park Masterplan.
- Assisting with Voluntary Planning Agreement (VPA) negotiations and providing technical advice on proposed developments, to assist with the development and delivery of developer-led social infrastructure within the Liverpool LGA.
- Collaborating with NSW Government agencies to deliver social infrastructure projects within the Liverpool LGA.

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

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Healthy, Inclusive, Fair	1a - Deliver vibrant parks, community hubs, services and facilities that improve liveability and quality of life for everyone in the community.	Director Community and Lifestyle	

Comment

- Council's Early Childhood programs continue to set a benchmark for quality service provision within the Liverpool Local Government Area. Recent data shows that Liverpool City Council's Early Childhood Services make up 31 per cent of education and care centres in the LGA that have received a rating of 'Exceeding National Quality Standards'. Analysis of assessment and rating data across New South Wales indicates that Liverpool City Council is the only local government provider in NSW with all Early Education and Care services rated Exceeding the National Quality Standard.
- Supported playgroups continued to be delivered in partnership with community organisations, supporting socially isolated families and children to develop connections. These playgroups are funded under the NSW Government Start Strong model, supporting children's pathways to formal early childhood education.
- The Transition to School program has been redesigned and is now delivered across three libraries within the LGA. Designed and led by an Early Childhood Teacher, the program strengthens both the social and academic skills of children prior to commencing school.
- Council's Early Education and Care Centres partnered with Macquarie University on various research projects, including ORICL – Observe, Reflect, Improve, Children's Learning. These projects provide mutual benefits, allowing Council to gain valuable knowledge on diverse research topics. In 2026, research focused on language acquisition in literacy-rich environments and the use of observation and data tools to examine how educator interactions and learning environments influence children's development.
- Children's Services is also working in partnership with Western Sydney University, Macquarie University, and TAFE NSW to strengthen student work placements and practicum opportunities. As part of this collaboration, Nominated Supervisors attended Western Sydney University's end-of-year partnership workshops, providing feedback on current arrangements and contributing ideas to enhance partnerships, engagement, and placement experiences.
- Council continues to strengthen child safe practices across its Early Education and Care Centres through a comprehensive approach aligned with early childhood legislation, the National Quality Framework, and the NSW Child Safe Standards.

- During this reporting period, Council reinforced strong leadership and governance arrangements placing children's safety and rights at the centre of decision-making, enhanced staff capability through ongoing professional learning, and maintained rigorous recruitment and screening processes. Child safe practices are embedded in daily operations through inclusive and well-supervised learning environments, clear expectations regarding safe and responsible use of digital technologies, and strong partnerships with families.
- Council has also ensured strict compliance with mandatory reporting and the Reportable Conduct Scheme, supporting timely and transparent responses to concerns. These actions demonstrate Council's continued commitment to fostering a culture where child safety is embedded, actively upheld, and continuously improved.
- Liverpool Children's Services continues to actively engage with local high schools, providing students with meaningful opportunities to explore careers in early childhood education.
- Council's Children's Services have also strengthened community connections through partnerships with local organisations. This includes intergenerational programs with HammondCare, collaborations with Meals on Wheels, Our Community Kitchen, Community Café Outreach Service, and the Liverpool Men's Shed, enhancing children's engagement with the broader community and promoting social cohesion.

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

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

Comment

- Liverpool Powerhouse continued to strengthen its role as a leading cultural destination, delivering a diverse program of exhibitions, performances, festivals, workshops and community events.
- Strong community participation, high visitor satisfaction and successful partnerships demonstrate the venue's ongoing contribution to cultural enrichment, inclusion and community wellbeing across Liverpool.

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

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Healthy, Inclusive, Fair	1a - Deliver vibrant parks, community hubs, services and facilities that improve liveability and quality of life for everyone in the community. 1c - Adopt a place-based, integrated neighbourhood approach to service delivery that ensures equitable access to services and outcomes for all communities. 1f - Support active and healthy lifestyles by improving accessibility, footpaths, cycleways and walkways and other infrastructure that promotes and supports active transport. 1g - Advocate for improved, accessible health services and infrastructure which meet the needs of Liverpool's growing and diverse population.	Director Operations	

Comment

Major Projects

- Council continued to progress its strategic infrastructure program, balancing the delivery of essential asset renewal works with the planning and development of major growth infrastructure projects across the Liverpool LGA.
- Overall performance remains on track, with all asset renewal programs delivered in accordance with approved budgets and service objectives.
- The annual asset renewal and rehabilitation program achieved significant outcomes, including the completion of the Road Rehabilitation Program, New Footpath Capital Works Program, Stormwater Rehabilitation Program, Community Centre and Child Care Centre Rehabilitation Program, Building Compliance Program, Sports Amenity Building Upgrade Program and Homestead Park Amenity Building. These projects contribute to maintaining critical community infrastructure, enhancing accessibility, and improving service levels for residents.
- Progress continued across several key projects. While design and planning milestones have been achieved, some delivery timeframes have been impacted. Council continues to actively pursue grant funding opportunities and work with external agencies to progress key projects toward construction readiness.
- Most strategic projects remain on schedule for future delivery phases, with several projects expected to commence construction in FY2026-27.
- Council remains focused on delivering long-term infrastructure outcomes that support growth, improve connectivity, enhance community amenity, and ensure Council's assets remain safe, functional and fit for purpose.

Western Sydney Infrastructure Grants Program

- The Western Sydney Infrastructure Grants (WSIG) Program continued to make strong progress during the reporting period, advancing a portfolio of transformational community, recreation, public domain and placemaking projects that will enhance Liverpool's liveability, connectivity and economic prosperity. Overall program delivery remains on track, with key planning, design, procurement and approvals milestones achieved across all major projects.
- Significant progress was achieved across the Carnes Hill Aquatic and Recreation Centre, Brickmakers Creek, Light Horse Park and Liverpool City Centre streetscape projects. Detailed design, development assessment, procurement and stakeholder engagement activities continued to progress, positioning several projects to move into major construction phases during FY2026-27.
- Notable achievements include completion of the Macquarie Street Middle Streetscape works, substantial completion of the Light Horse Park carpark, completion of Expressions of Interest processes for both the Carnes Hill Aquatic Centre and Brickmakers Creek projects, and advancement of procurement activities across the LGA. Community engagement activities were also undertaken to support the delivery of public art and placemaking outcomes across key WSIG projects.
- The program continues to face external challenges associated with construction market volatility, material cost escalation and supply chain pressures. These impacts have required ongoing value engineering, scope refinement, project staging and procurement strategies to ensure projects remain viable and deliver maximum community benefit within available funding. Despite these challenges, expenditure remains within approved budgets, and project teams continue to proactively manage risks, costs and delivery timeframes.
- Over the next reporting period, the program will focus on securing key approvals, awarding major construction contracts and transitioning several projects into delivery, ensuring the long-term social, recreational and economic benefits of the WSIG investment are realised for the Liverpool community.

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

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Liveable, Sustainable, Resilient	2a - Deliver a beautiful, clean and inviting city for the community to enjoy. 2d - Manage waste effectively and be a leader in creating a vibrant circular economy.	Director Operations	

Comment
- The City Waste and Recycling team continued to deliver essential waste management, resource recovery and public cleansing services across the Liverpool local government area, supporting Council's commitment to maintaining a clean, sustainable and liveable city. Throughout the reporting period, core service delivery remained strong, with key operational programs achieving high service levels and supporting positive community outcomes. - The Community Recycling Centre continued to experience strong community utilisation, recording more than 51,000 vehicle visits during the 2025/26 financial year and achieving an 11.5% increase in patronage compared with the previous year. This demonstrates growing community awareness and participation in safe disposal and recycling initiatives, supporting Council's long-term objective of increasing resource recovery and circular economy outcomes. - Council also completed almost 30,000 booked household clean-up collections, providing residents with a convenient and responsible disposal service while diverting significant volumes of material from landfill. Resource recovery initiatives successfully recovered substantial quantities of household waste, scrap metal and mattresses, contributing to Council's long-term landfill diversion targets. - Public cleansing operations remained a priority, with public bin servicing and CBD cleaning programs consistently meeting established service standards. While street sweeping performance remained slightly below target due to resource limitations and vehicle breakdowns, measures are being implemented to strengthen operational capacity and improve service outcomes. - The service will continue to focus on improving operational resourcing, enhancing waste management processes, undertaking a formal review of illegal waste management services, and strengthening performance reporting to support future landfill diversion and resource recovery initiatives. Overall, the service continues to provide reliable and valued waste services while progressing Council's sustainability and environmental objectives.

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

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Liveable, Sustainable, Resilient	2a - Deliver a beautiful, clean and inviting city for the community to enjoy. 2e - Create a cooler, greener Liverpool by improving tree canopy, enhancing public green spaces, and embedding sustainability across all of Council's operations. 2f - Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks and stresses.	Director Operations	

Comment
Facilities • Council's Facilities team continued to deliver critical maintenance, compliance and asset management services across Council's extensive portfolio of community and operational buildings during the reporting period. The team remained focused on ensuring Council facilities are safe, compliant, functional and accessible for the community while supporting the ongoing operation of essential public services. • A key achievement during the period was the successful completion of all statutory compliance obligations across Council's building portfolio, including compliance with Australian Standards relating to fire safety, electrical systems and hydraulic services. Council maintained full compliance with annual fire safety statement requirements and achieved 100% completion of scheduled statutory maintenance activities for the financial year. • The service continued to provide proactive and reactive maintenance support across a diverse range of facilities, including community centres, childcare centres, libraries, heritage buildings, museums, leisure centres and operational depots. Building maintenance activities were delivered efficiently, with all reported work programs completed and between 200 and 300 work requests managed each month to ensure facilities remained safe and operational. • The Facilities team also maintained its important role in emergency preparedness and response by providing ongoing support to the Rural Fire Service (RFS) and State Emergency Service (SES), including emergency maintenance assistance when required. Through these efforts, the team helped ensure Council facilities remained resilient, compliant and capable of supporting community needs.

- The service delivered strong operational performance during the reporting period, achieving all key performance targets and maintaining high standards of asset stewardship, regulatory compliance and facility management across Council's building portfolio.

Civil Operations

- The City Maintenance team continued to deliver essential maintenance and renewal activities across Council's road, footpath, drainage and public infrastructure networks, ensuring the safety, functionality and amenity of community assets throughout the Liverpool Local Government Area. The service maintained a strong focus on proactive asset management, timely response to customer requests and the delivery of scheduled maintenance programs that support a clean, accessible and resilient city.
- During the reporting period, significant maintenance works were undertaken across the road and footpath network, including pavement repairs, shoulder maintenance, kerb and gutter reconstruction, line marking renewals and traffic infrastructure upgrades. These works have enhanced road safety, improved asset condition and supported the ongoing usability of Council's transport infrastructure. The service also achieved completion of the annual road maintenance and footpath program, reaching 95% delivery across planned activities.
- Stormwater and environmental maintenance programs remained a key operational priority. All gross pollutant traps within the LGA were cleaned in accordance with scheduled maintenance requirements, while drainage infrastructure repairs, waterway maintenance and pit cleaning activities were undertaken to support effective stormwater management and environmental outcomes.
- The team also continued to provide responsive customer service, successfully managing more than 1,800 maintenance-related customer requests, undertaking over 975 driveway inspections and processing more than 715 road opening applications during the reporting period. These outcomes demonstrate the service's commitment to supporting residents, developers and contractors while maintaining Council assets to a high standard.
- Council has continued to deliver essential operational services that contribute to community safety, asset longevity and the presentation of public spaces. The service remains focused on maintaining a proactive maintenance approach, improving asset performance and supporting the wellbeing of the Liverpool community.

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

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Liveable, Sustainable, Resilient	2a - Deliver a beautiful, clean and inviting city for the community to enjoy. 2e - Create a cooler, greener Liverpool by improving tree canopy, enhancing public green spaces, and embedding sustainability across all of Council's operations. 2f - Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks and stresses.	Director Operations	

Comment
- The Parks, Sport and Open Spaces team continued to deliver essential maintenance services across Council's extensive network of parks, sporting fields, playgrounds, streetscapes and open spaces, supporting Council's commitment to creating a clean, attractive and liveable city. Throughout the reporting period, the team remained focused on maintaining service standards despite increased operational pressures resulting from above-average rainfall and accelerated vegetation growth across the Local Government Area. - During the first half of 2026, favourable growing conditions significantly increased demand on maintenance resources. In response, operational teams and both contractors were strategically deployed and engaged to priority areas to manage vegetation growth and maintain community amenity. Through these efforts, most of the scheduled mowing programs across parks and open spaces were kept up to date, ensuring public spaces remained safe, accessible and visually appealing. - Council continued to progress its Tree Management Program, undertaking works in accordance with Council's Tree Policy, Tree Management Strategy and Technical Guidelines. The commencement of the Tree Gateway Program, including completion of works at Berryman Reserve, represents an important step in enhancing urban tree canopy and supporting Council's environmental and greening objectives. - Maintenance of parks and open spaces continued across the city, supported by best-practice horticultural techniques and proactive asset management. Investment in specialised maintenance equipment, including a remote-control mower and spray units, improved operational efficiency and strengthened Council's ability to maintain increasingly complex and diverse public open spaces.

- While service delivery remained effective, the team continued to address a backlog of tree-related customer requests and balance growing maintenance demands across a large and expanding asset portfolio. Consequently, the overall service area status has been assessed as Needs Attention, reflecting the need to continue improving service responsiveness and managing increasing operational workload.

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

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

Comment
• Council met its target for ongoing projects and programs. Specialist Urban Design advice was provided within set timeframes in the majority instances. • The Design Excellence Panel (DEP) was held in accordance with adopted Charters and Procedures. • Urban Design projects and initiatives were progressed and delivered to schedule. The Liverpool City Centre Public Domain Technical Manual has been published on Council's website, and the Concept Streetscape Design for George Street and Moore Street has been completed.

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

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Liveable, Sustainable, Resilient	2c - Enhance community safety and confidence through inclusive design, strong partnerships, and active community engagement.	Director Operations	

Comment
- During the reporting period, Council continued to deliver strong outcomes across animal management and regulatory compliance services. - Rehoming targets for both dogs and cats were exceeded, reflecting the team's commitment to animal welfare and responsible pet ownership. - Regulatory compliance activities also performed well, with inspection, certification and targets for food premises met or exceeded, supporting public health, safety and confidence across the city. These results demonstrate a proactive approach and the dedication of officers to maintaining a liveable, safe and resilient community.

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

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Liveable, Sustainable, Resilient	2j - Deliver effective and efficient planning and high-quality urban design to provide best outcomes for a growing city.	Director Planning and Design	

Comment
- The Department of Planning, Housing and Infrastructure (DPHI) undertook a Development Assessment Service Review. Council is implementing the Development Assessment Improvement Program (DAIP) to strengthen service delivery and performance. - Council has taken immediate action by increasing resources to the development assessment team along with re-introducing the capability of the fast-track team.

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

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Liveable, Sustainable, Resilient	2a - Deliver a beautiful, clean and inviting city for the community to enjoy. 2e - Create a cooler, greener Liverpool by improving tree canopy, enhancing public green spaces, and embedding sustainability across all of Council's operations. 2f - Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks and stresses. 2h - Collaborate with First Nations communities to improve access to the Georges River and support its transformation into a vibrant place for recreation, culture, and lifestyle.	Director Operations	

Comment
- The Environmental Planning and Management team continued to deliver key environmental sustainability, remediation and natural area management initiatives during the reporting period, supporting Council's commitment to a cleaner, greener and more resilient Liverpool. Overall performance remained On Track, with significant progress achieved across climate action, environmental restoration, contaminated land remediation and biosecurity management programs. - A major achievement during the period was the completion of Council's street lighting LED replacement program, delivering a substantial reduction in greenhouse gas emissions while generating estimated annual operational savings of between \$300,000 and \$500,000. Council also continued implementation of its Climate Action Plan through the progression of solar and battery installation projects across six Council facilities, supported through Commonwealth Government funding. - Council successfully completed remediation works at priority contaminated sites including 90 Tenth Avenue, Austral, Weaving Gardens Cycleway at Casula and the demolition and remediation works at 62 Kelly Street, Austral. These projects improve environmental outcomes, reduce risk and support future land use opportunities across the city. - Council also completed a significant review of its environmental management framework, with the Environmental Advisory Committee endorsing the new Environmental Restoration Plan 2036. Delivery of environmental restoration programs remained strong, supported by active community participation through volunteer planting days, ongoing bush regeneration works and comprehensive aquatic ecosystem monitoring within the Georges River catchment.

- Biosecurity management remained a key focus, with continued monitoring and treatment programs targeting priority invasive weeds across waterways, public land and private properties. These initiatives support biodiversity conservation, environmental health and Council's long-term resilience objectives.

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

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Liveable, Sustainable, Resilient	2d - Manage waste effectively and be a leader in creating a vibrant circular economy.	Director Operations	

Comment

- The Circular Economy team continued to drive Council's transition towards a more sustainable and resource-efficient waste management system during the reporting period. Significant progress was achieved in implementing circular economy initiatives, expanding community education programs and increasing resource recovery outcomes, supporting Council's objective of becoming a leader in waste management and circular economy practices.
- A key achievement was the successful implementation of the Food Organics and Garden Organics (FOGO) service across all single-unit dwellings and rural properties, providing access to over 80% of Liverpool residents and establishing an important foundation for improved landfill diversion outcomes. While implementation of FOGO services for multi-unit dwellings was delayed into FY2026/27, planning and supporting initiatives, including kitchen caddy distribution programs, continued to progress.
- The service also delivered a comprehensive range of waste education and community engagement initiatives, including Clean Up Australia Day, Clean Up Liverpool Day, Household Chemical Cleanout events, school education programs and the FOGO education rollout. These programs have strengthened community awareness and participation in sustainable waste management practices across Liverpool.
- Significant advancements were also achieved through Council's Circular Economy Microfactory, which commenced diversion and reprocessing activities, including the production of tiles from recovered mattress materials. The project not only contributes to increased landfill diversion but also demonstrates innovative approaches to resource recovery and local manufacturing.
- While the service achieved strong outcomes across several initiatives, challenges remain in achieving long-term waste diversion targets and delivering FOGO services to multi-unit dwellings. Continued policy reform, procurement activities and waste infrastructure improvements will be key priorities as Council progresses towards a fully integrated three-bin waste collection system and a more mature circular economy framework.

Service Area	Description
2.8 Infrastructure and Floodplain Planning and Management	This service area includes the provision of Asset Management policies, strategies, systems and programs for Council-owned infrastructure assets, to continue to deliver the required levels of service, over time including; • Floodplain Management policies, strategies, systems and programs, to enable controlled occupation of flood prone land, and to reduce the impact of flooding and flood liability; • Policies, strategies and programs for the conveyance and management of stormwater, to improve the health and quality of our waterways; • Topographical surveys to enable the design of new or upgrades to existing infrastructure; • Designs for new or upgrades to existing roads, streets, traffic facilities, drainage, cycleways, footpaths, carparks and other civil infrastructure assets; • Survey set out services to facilitate the construction of infrastructure projects; and • Technical support to other Council departments and stakeholders involved in the planning, delivery, and management of infrastructure.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Liveable, Sustainable, Resilient	2g - Manage stormwater and drainage infrastructure to mitigate risk to the environment and the community.	Director Planning and Design	

Comment
• Progress on the Moorebank Voluntary Acquisition Scheme continued. Council has purchased 124 properties since the commencement of the scheme in 1984. The remaining 51 properties along Rickard Road and Newbridge Road will be purchased progressively. The project is being jointly funded by Council and the NSW Government under the State Floodplain Management Program. Following completion of purchase all the structures on this property will be removed and converted into public open space. • Review of Cabramatta Creek Overland Flood Study has been completed, and the draft report and flood maps will be on public exhibition during July/August 2026. Following public exhibition, the study will be finalised considering public comments and will be reported to Council for adoption. • Review of Cabramatta Creek Floodplain Risk Management Study and Plan is underway, and is being undertaken over two financial years, expected to be completed by June 2027.

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

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

Comment

Council delivered the following initiatives during the reporting period;

- Public exhibition of proposed amendments to both the *Liverpool Local Environmental Plan 2008* and Liverpool Development Control Plan 2008;
- Finalised Conservation Management Plans for Chipping Norton Homestead and Rosebank Cottage;
- Finalised the Heritage Interpretation Master Plan for the Liverpool Military Area; and
- Publicly exhibiting the updated Planning Agreements Policy.

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

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Liveable, Sustainable, Resilient	2j - Deliver effective and efficient planning and high-quality urban design to provide best outcomes for a growing city.	Director Planning and Design	

Comment
- Council continues to provide engineering advice and process Subdivision Works Certificates (formerly Construction Certificates – Engineering) and Subdivision Certificates with a focus to expedite the backlog of development assessment referrals in the Land Development Team. - Significant improvements are now being achieved with Subdivision Work Certificates (SWC's) with better information provided at assessment stage with a 100% increase in processing times and approvals.

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

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Liveable, Sustainable, Resilient	2I - Promote and advocate for an integrated transport network with improved public transport options and connectivity.	Director Planning and Design	

Comment
• Council continues to manage traffic on the local road network in consultation with Transport for NSW, the Police, and the Liverpool Local Transport Forum. Responses with identified solutions continue to be provided within required timeframes. • Transport for NSW has put on exhibition the draft Fifteenth Avenue REF for Community feedback. Council Staff are working closely with TfNSW to ensure the flow-on effects from the upgrade onto the local streets is managed as far as practicable. • Community workshops, child restraint checking events and Liverpool Local Transport Forum meetings were held during the reporting period. • Council Staff continue to work with Developers to deliver improved road networks in new-lot sub-divisions.

Service Area	Description
2.12 Animal Management	This service area manages the Liverpool Animal Shelter and provides the community with an accessible facility that meets legislative requirements under the Companion Animals Act 1998.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Liveable, Sustainable, Resilient	2f - Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks and stresses.	Director Planning and Design	

Comment
The Animal Management team demonstrated a high level of dedication and professionalism, consistently achieving strong rehoming outcomes. Council's commitment to animal welfare is evident in the results delivered throughout the reporting period.

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

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

Comment
• Council continued to deliver initiatives that support business growth, attract investment and create employment opportunities across the Liverpool LGA. • During the reporting period, Council secured approximately \$3 million in external grant funding, facilitated approximately 2,200 local jobs and strategic partnerships with universities, industry, government and business were strengthened to support innovation and economic development. • Council also progressed the Liverpool Visitor Economy Strategy, business capability programs, investment attraction initiatives, the Liverpool Innovation Precinct and collaboration with Bradfield City, helping position Liverpool as a thriving destination for business, education, tourism and investment.

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

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Evolving, Prosperous, Innovative	3c - Market Liverpool as a business destination and attract investment to the region.	Office of the CEO	

Comment
- Property leasing activities progressed during the reporting period, with key lease agreements advancing and initiatives underway to maximise occupancy at Council-owned properties. - The lease with Police NSW formally commenced on 18 February 2026. - Telco lease arrangements are in the final stages of completion. - Plans are underway to gauge market interest and secure tenants for the vacant tenancies at 33 Moore Street. - Council is progressively acquiring the lands zoned for a public purpose in the Austral, Edmondson Park release areas with many reserves already completed and at design stage for final construction and delivered to the public.

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

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Evolving, Prosperous, Innovative	3a - Continue to invest in improving and maintaining Liverpool's road networks and infrastructure.	Director Planning and Design	

Comment
Council continues to work productively with Transport for NSW on a range of projects, including those associated with the aerotropolis precinct.

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

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Visionary, Leading, Responsible	4a - Place customer satisfaction, innovation and best practice at the centre of all operations. 4c - Position Council as an industry leader that plans and delivers services for a growing city.	Director Community and Lifestyle	

Comment
• Council continues to focus on improving the customer experience by exploring a range of business improvement initiatives aimed at strengthening how customer enquiries and requests are managed. This includes the assessment of emerging technologies, system enhancements, process improvements, and opportunities to better integrate customer information across platforms. These initiatives are intended to support more efficient service delivery, improve responsiveness, and provide customers with a more seamless experience when interacting with Council. • As part of this work, Council is progressing several strategic technology projects, including the implementation of a new Enterprise Resource Planning (ERP) system, which incorporates a Customer Relationship Management (CRM) module, and the evaluation of a knowledge management platform with AI-enabled capabilities. These investments are designed to enhance customer service operations by improving access to information, supporting staff decision-making, and delivering more consistent responses across customer contact channels. • A key priority remains ensuring staff are equipped with the systems, tools and information required to meet community expectations while maintaining high-quality, customer-focused service standards. Council continues to review operational processes to identify opportunities for efficiency, reduce duplication, and support timely resolution of customer enquiries and requests. • During the reporting period, Council responded to 65,750 calls through its customer contact centre, processed 44,737 customer requests, and maintained an average call handling time of 4 minutes and 30 seconds. These figures reflect the significant volume of customer interactions managed by Council and the ongoing commitment of staff to delivering responsive and professional service to the Liverpool community. As customer demand continues to grow alongside the city's population, Council remains focused on implementing improvements that enhance service accessibility, efficiency and customer satisfaction.

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

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Visionary, Leading, Responsible	4a - Place customer satisfaction, innovation and best practice at the centre of all operations. 4c - Position Council as an industry leader that plans and delivers services for a growing city. 4e - Demonstrate a high standard of transparency and accountability through a comprehensive governance framework 4g - Embrace Smart City initiatives by improving digital connectivity and smart technology. 4h - Collaborate regionally, develop and maintain strong relationships with agencies, stakeholders and businesses to advance strategic priorities and improve quality of life for Liverpool's residents.	Office of the CEO Director Corporate Services Director Community and Lifestyle	

Comment
- Council's procurement continues to operate in compliance with legislative requirements and in line with the established governance framework and remains focused on procuring goods and services efficiently and effectively. - Council has made significant progress in establishing its strategic direction for technology during 2025/26. Work is underway on a new Enterprise Resource Planning system to improve efficiency across the organisation. - The Safety Management System is progressing. Updated processes and technology applied in this area for staff to use as a day-to-day functionality will lift the council's safety performance and improve better decision-making - The People and Culture initiatives and actions are all on target in accordance with the Workforce Management Strategy 2025-2029. - These initiatives are providing improvements in leadership capability, workforce development and the culture for Council. - Each lever will contribute to the holistic improvements that are core to the BETTER transformational program in an iterative way over the four-year period. - A draft Service Review Framework was developed to establish a consistent methodology for undertaking organisational service reviews. However, following the creation of a dedicated Service Review Officer position within the Office of the CEO, responsibility for this work has transitioned to that role. This change provides a more centralised and coordinated approach to service reviews across the organisation.

- Implementation of the four-year Audit, Risk and Improvement Committee (ARIC) Workplan has continued to progress well. During the reporting period, 50 of the 57 annual actions identified in the Workplan were completed. The remaining seven actions have been carried forward into the next reporting period. Delivery of these actions was impacted by competing organisational priorities, including implementation of Council's organisational restructure and the significant resources required to respond to the Public Inquiry. These actions remain on track and will continue to be monitored through the ARIC Workplan reporting process.
- Council has met its Integrated Planning and Reporting requirements for the period.
- Progress on the nominated service areas for review during period will be reported in the 2025-26 Annual Report.
- Council continues to progress with the review of service areas committed for the new council term.
- Council continues to deliver a broad range of community-facing programs, services and civic initiatives that strengthen community connection, participation and pride across Liverpool. Through the successful delivery of civic and ceremonial events, citizenship ceremonies, community engagement activities and recognition programs, Council has maintained a strong focus on accessibility, responsiveness and community outcomes.
- Working collaboratively across the organisation, Council utilises a combination of digital engagement platforms, community drop-in sessions, pop-up activations and attendance at local events to connect with residents and ensure community voices are heard. At the same time, Council continues to celebrate and acknowledge the valuable contributions of local businesses, volunteers and community groups through initiatives such as the "This is Liverpool" campaign and civic recognition opportunities.
- Collectively, these activities support increased community participation, foster a sense of belonging, celebrate local achievement and contribute to a more connected, engaged and vibrant Liverpool community.

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

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Visionary, Leading, Responsible	4d – Ensure Council is accountable and financially sustainable through the strategic management of assets and resources.	Director Corporate Services	

Comment
• Council met its legislative reporting obligations during the reporting period. • Council has also achieved a surplus operating result for the financial year ended 30 June 2026. However, financial sustainability remains a significant challenge across the local government sector generally due to escalating service delivery costs and the limited capacity of councils to increase rates and user charges commensurate with those cost pressures. It is anticipated that a range of strategic decisions arising from future service reviews will support improved financial performance, including achieving a positive operating result and maintaining adequate levels of unrestricted cash reserves.

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

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Visionary, Leading, Responsible	4b - Communicate, listen, engage and respond to the community by encouraging participation. 4c - Position Council as an industry leader that plans and delivers services for a growing city.	Director Community and Lifestyle	

Comment
- Council's Communications Team continues to effectively deliver communications and marketing across Council's key channels and platforms. - Campaigns and content are being delivered as planned, supporting community engagement, awareness of Council services, promotion of major events and initiatives and the ongoing celebration of Liverpool's people, offerings, businesses and spaces.

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

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Visionary, Leading, Responsible	4b - Communicate, listen, engage and respond to the community by encouraging participation.	Office of the CEO Director Community and Lifestyle	

Comment
- Community engagement activity increased significantly during the first half of 2026, strengthening connections with the community and providing more opportunities for residents to share their feedback. - A total of 15 face-to-face engagement activities were delivered across the LGA, compared with nine during the same period in 2025, representing more than 60 hours of direct community engagement. - Engagement activities included Community Drop-In Sessions, shopping centre pop-ups, public exhibition consultations, park openings, Council events, and participation in external community events including the Luddenham Show, Bradfield Community Open Day, Miller TAFE Community and Government Expo, and Refugee Week. - Council continued to provide strategic community engagement advice across the organisation, strengthening engagement practices and ensuring community feedback informs decision-making.

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

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Visionary, Leading, Responsible	4b - Communicate, listen, engage and respond to the community by encouraging participation. 4c - Position Council as an industry leader that plans and delivers services for a growing city. 4f - Collaborate with key stakeholders to advocate for investment and infrastructure that support Liverpool's transformation into the capital of South West Sydney.	Office of the CEO Director Planning and Design	

Comment
Council continued to proactively advocate for the Liverpool community by strengthening strategic partnerships, influencing policy and collaborating with key stakeholders to support the delivery of infrastructure and initiatives that respond to the city's evolving needs and long-term aspirations. Examples of activities undertaken during the reporting period include: • Hosting the Liverpool 2050 Stakeholder Roundtable on 14 May 2026, bringing together representatives from government, business, education, health, industry and the community to seek feedback on the draft Liverpool 2050 vision and ten transformational projects, including the South West Connector, activation of Liverpool's riverside precincts and a major entertainment precinct incorporating a stadium. • Working with the Outer Western Sydney Alliance (formerly The Parks) to progress regional advocacy priorities through initiatives including the Western Sydney MPs Roundtable, the Health Alliance Steering Committee and a Tripartite Forum involving all three levels of government to improve health outcomes across South West Sydney. • Continuing to participate in the Resilient Sydney initiative, collaborating with metropolitan councils, government agencies and partner organisations to strengthen regional resilience, build social cohesion and improve preparedness for future shocks and stressors. • Delivering community education and awareness activities as part of Extreme Heat Awareness Day and supporting the National Day of Mourning through coordinated communications that promoted community resilience, inclusion and social connectedness. • Partnering with Western Sydney Leadership Dialogue to deliver the Airport Summit on 3 July 2026. The Summit featured a welcome from Mayor Ned Mannoun, keynote by Prime Minister Anthony Albanese and panel with Deputy Premier, The Hon. Prue Carr.

- These activities represent a selection of the advocacy, partnership and collaboration initiatives undertaken during the reporting period to advance regional priorities, influence strategic outcomes and deliver long-term benefits for the Liverpool community.
- Significant time has also been spent advocating for stronger outcomes for the Fifteenth Avenue Corridor, in particular Public Transport outcomes. Bus Stops have now been added to the Transport for NSW design but Council is still pursuing Transit/Bus Lanes.