

A woman in athletic wear is jogging on a paved path in a park. The background is filled with lush green trees and vibrant orange flowers. The scene is captured in a soft, natural light, suggesting a pleasant day for outdoor activity.

BIANNUAL PROGRESS REPORT

January to June 2025

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-June 2025.

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 (KPIs) 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 2025, Council reported on 22 service areas. A total of 21 service areas were reported as on track, and one needed 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 and completion dates are unclear

Liverpool's Community Strategic Plan

Council delivered a comprehensive and inclusive community engagement program to inform the development of the *Community Strategic Plan 2025–2035*, Council's highest-level planning document.

The engagement process was delivered in two key phases and generated over 5,800 individual contributions from a broad cross-section of the community, including residents, young people, community groups, stakeholders, and local businesses.

To ensure wide participation, Council implemented a diverse range of tailored engagement initiatives, including a Youth Leadership Program, Children's Parliament, creative competitions, culturally responsive workshops in priority areas, and outreach at community events, school pop-ups, neighbourhood block parties, university outreach, internal staff workshops, and in-person drop-in sessions, designed to maximise accessibility and reflect Liverpool's rich cultural and demographic diversity. A wide range of outreach channels included print, digital, and face-to-face were implemented to reach the community.

In June 2025, Council formally adopted its full suite of Integrated Planning and Reporting documents, including:

- Community Strategic Plan 2025–2035
- Delivery Program and Operational Plan 2025-2029
- Asset Management Plan 2025-2035
- Long-Term Financial Plan 2026-2035
- Workforce Management Strategy 2022-2029



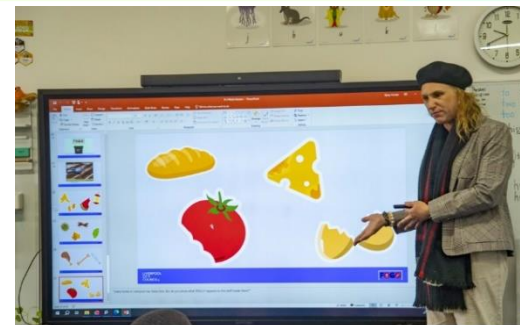
Community Engagement.

Food Organics Garden Organics (FOGO)

Council launched its new FOGO collection services enabling residents to compost food and garden waste instead of sending it to landfill.

FOGO enables food and garden waste to be composted rather than sent to landfill. This initiative is projected to significantly reduce greenhouse gas emissions and produce nutrient-rich compost for agriculture and public space landscaping. Supported by State Government funding, the launch was accompanied by a comprehensive public education campaign between January and June. The campaign featured multilingual content, social media videos, community workshops, school visits, and pop-up information stalls. Key engagement activities included:

- 48 school education sessions;
- 25 FOGO community workshops, including sessions tailored for culturally and linguistically diverse (CALD) communities;
- 7 community Events; and
- 27 pop-up stalls in shopping centres over a six-week period (May – July).



FOGO Campaign

Drone Window Washers

Council successfully implemented drones to wash the exterior of various buildings, including the Liverpool City Library.

This innovative initiative marks a first for any Australian council and leverages advanced drones equipped with surface-tracking technology to efficiently clean surfaces without the need for traditional scaffolding or elevated work platforms, but it also presents a more cost-effective solution long-term.

The versatility of this drone technology is further demonstrated as it is being considered for cleaning other structures, including sports stadiums and even a large woolly statue. This demonstrates the broader potential for drone applications in various maintenance tasks, highlighting a significant advancement in how Council manages asset upkeep.



Drone washing Liverpool City Library windows

Citizen of the Year Awards

Council hosted its annual Citizen of the Year Awards which is a prestigious component of the annual Australia Day Awards in Bigge Park. More than 6,500 visitors attended, honouring individuals who have made remarkable contributions to the Liverpool community and welcoming 90 new Australian citizens to the Liverpool LGA. In total we have welcomed 796 (incl above numbers) June 2025.

Malcolm Johnson was named Liverpool's Citizen of the Year. Through continues training and knowledge Mr Johnson has become a Lost Person Behaviour Instructor and a CASA certified remote pilot.

Other notable award recipients include Bruce Clark, honoured as Senior Citizen of the Year; Fariha Dean, named Young Citizen of the Year; Aryan Narayan, recipient of the Sports Award; and Lexie Carroll, who received the Arts and Cultural Award.



R-L Australia Day Ambassador Lottie Dalziel, Citizen of the Year Malcolm Johnson and Mayor Ned Mannoun



Celebrating Australia Day 2025 and Australian Citizenship.

UNSW Study Hub in Liverpool

UNSW Sydney is set to establish a Suburban University Study Hub (SUSH) in Liverpool. This new initiative will build upon the University's long-standing commitment to Southwest Sydney, further enhancing partnerships with universities, TAFE, and local organisations to broaden access to higher education and support the region's dynamic workforce.

The Liverpool Suburban University Study Hub will be a crucial resource for students from underrepresented groups. Conveniently situated in the heart of Liverpool's Central Business District (CBD), within the Liverpool Local Government Area (LGA), the facility's proximity to public transport ensures easy accessibility for students throughout the region.

In addition to its educational mission, the Hub will create a variety of job opportunities in academia, administration, and student support services. This initiative is expected to drive economic growth and promote community development, with plans for the Hub to become operational in the second half of 2025.



UNSW Sydney – Suburban University Stud Hub.

Liverpool Youth Action

Liverpool resident Tamirirashe (Tamisha) Matara represented Australia at the 4th Session of the United Nations Permanent Forum on People of African Descent, held in New York in April 2025.

An Australian-born Zimbabwean, Tamisha is a passionate youth advocate, content creator, and university student committed to empowering multicultural communities. Over the past year, she has worked with organisations including UNICEF Australia, MYAN NSW, and Youth Action Liverpool City Council.



Tamirirashe (Tamisha) Matara.

Highly Commended Award for Fifteenth Avenue

Council received a Highly Commended Award in the Special Project Initiative – Population Over 150,000 category at the 2025 NSW Local Government Professionals Awards. This prestigious recognition celebrates the Council's groundbreaking campaign, Upgrade Fifteenth Avenue Now: A Transformative Advocacy Initiative.

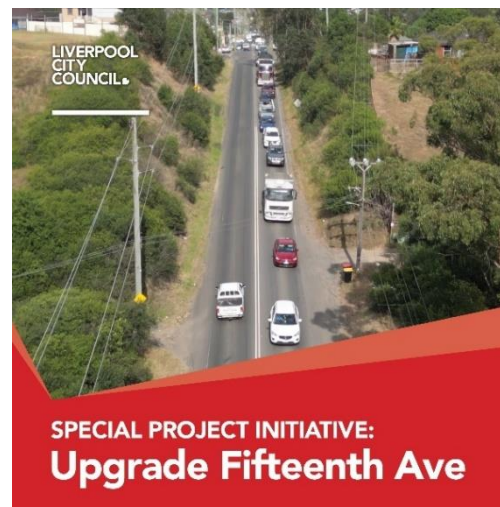
The award underscores the Council's strategic and community-oriented approach in addressing a significant infrastructure challenge, leading to a landmark \$1 billion funding commitment from both the NSW and Federal Governments for the improvement of Fifteenth Avenue. This vital corridor acts as a key east-west transport link, seamlessly connecting the Western Sydney International Airport to the Liverpool City Centre.

The advocacy strategy implemented by the Council was marked by the formation of robust stakeholder partnerships, thorough community consultation, and a powerful social media campaign that successfully reached over 600,000 individuals.

In addition, the effective submission of a Parliamentary petition reinforced the community's collective call for investment in this essential corridor. This initiative not only highlights the importance of infrastructure development but also showcases the power of community engagement in driving positive change.



Haris Strangas (Senior Officer Government and Stakeholder Engagement and Advocacy) and Hiba Soueid (Manager City Strategy and Performance) receiving the award.



Opens Space Enhancements

Pye Hill Reserve, Cecil Hills

The enhancements at Pye Hill Reserve included a range of landscape and beautification works, the creation of new pathway networks, an eye-catching entry statement, the installation of comfortable park furniture, an inclusive play space, an amenity building, and a newly designed car park.

This initiative received funding through a combination of grants from the Commonwealth Government for the Local Roads and Community Infrastructure (LRCI) and the NSW Government for the Public Spaces Legacy Program (PSLP).

Affleck Gardens Park, Middleton Grange

Affleck Gardens Park has been thoughtfully designed to transform the existing site into a vibrant local park that offers a variety of recreational options for residents.

This project features the construction of a brand-new children's play area, complete with a climbing structure, swing set, dual flying fox, and a nature play zone. In addition, the park features an outdoor fitness gym area, new park furniture, enhanced pathway connections, and ample car parking facilities.

These developments aim to create inviting spaces that promote community engagement and outdoor activities for everyone.



Pye Hill Reserve, Cecil Hills.



Affleck Gardens Park, Middleton Grange.

Abandoned Shopping Trolleys

Council took an innovative approach to managing the growing issue of abandoned shopping carts by repurposing a machine previously used to dismantle old mattresses, known as "the croc." Instead of relegating thousands of neglected shopping carts to landfill, Council has redirected this machinery to recycle the metal components, significantly reducing waste and fostering sustainability.

By addressing these challenges and implementing creative solutions, Council is paving the way for a cleaner, more sustainable community.



Trolleys collected and held in Liverpool Depot.

2025 NSW Architecture Awards

Council was shortlisted in the 2025 NSW Architecture Awards by the Australian Institute of Architects.

Among the notable contenders were Liverpool Civic Place and the Yellamundie Library, both recognised in the Sustainable Architecture category.

Inspired by the gentle curve of the Georges River, Civic Place features a contemporary civic building alongside Yellamundie a unique, state-of-the-art 21st-century library that serves as a key cultural and community hub.



Yellamundie Library and Gallery – Liverpool City Council.

City Maintenance

Council continued to deliver its maintenance program during the period.

- More than 9500 sqm of road pavement were repaired and resurfaced at various locations;
- More than 14 km of road shoulder areas were regraded and maintained
- Approximately 3900 linear meters of concrete footpaths and 475 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 \$420,000;
- All 121 gross pollutant traps within the LGA were cleaned twice according to the cleaning schedule, including repairs to damaged drainage structures and removal of waterway weeds. In addition, several street drainage pits were inspected and cleaned;
- More than 1000 customer requests were received and actioned for various maintenance works; and
- More than 850 driveway inspections were undertaken; and More than 1150 road opening applications were processed, and respective permits issued.



Road reconstruction - Gurner Avenue, Austral.

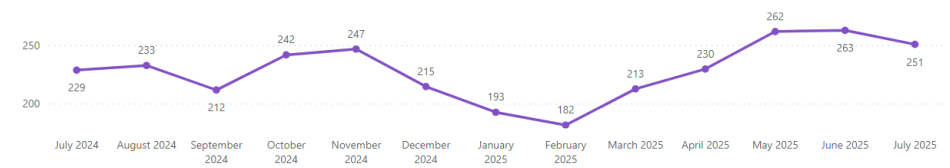


Road resurfacing - Thalma Street, Lurnea.

Development Applications

Council continued to progress with the backlog of Development Applications (DAs) and as of June 2025, Council reported 263 outstanding DAs. This number significantly decrease from 285 days to process DAs to an average of 117 days resulting in a 58% decrease.

Trend of Outstanding DAs by Month



Angle Park Upgrade

The NSW Government and Liverpool City Council have significantly improved access to the Georges River at Angle Park, Chipping Norton through a \$1 million park upgrade.

The project was supported by a \$750,000 grant from the NSW Government's *Places to Swim* program. The *Places to Swim* program supports the creation of more places in NSW for people to enjoy water-side recreation. Since 2021, the program has improved accessibility to rivers, lakes, dams and other inland waterways.

Angle Park is a popular location on the river for sailing and launching boats and family picnics. The major upgrade will enhance accessibility, improve landscaping, and stabilise the area.

Key improvements include handrails, fall prevention, gentle incline ramps, better lighting at night and a wheelchair accessible ramp linking designated car parking to Angle Park Wharf.



Federal MP David Moncrieff, Councillor Dr Betty Green, Deputy Mayor Peter Harle and Federal MP Dai Le.

Funding

Council secured \$877,705.75 in funding across 10 grants submissions during the period for various projects including:

- Motherland African Festival 2025
- Liverpool Active Transport Strategy – 10yr strategy to support active and healthy lifestyles by improving footpaths, cycleways and walkways;
- Council Apprentices, Trainees and Cadets Program;
- NAIDOC Family Fun Day;
- Starry Sari Night 2025,2026 and 2027;
- Liverpool CBD Special Entertainment Precinct;
- Collingwood Parklands Aboriginal Place Heritage Interpretation Masterplan;
- The Homestead – Conservation management Plan;
- Rosebank Cottage Conservation Management Plan; and
- Liverpool Military Area Heritage Interpretation.



The Homestead – Chipping Norton.

Experience the World Events

Council hosted a three-day festival in early February, with more than 47,000 people attending to celebrate the Lunar New Year and the arrival of the Year of the Snake.

This festival is part of Council's award-winning "Experience the World" series, which attracted 1.5 million visitors to the city last year, generating a \$25 million boost to the Liverpool economy.

In addition, the city's Most Blessed Nights festival returned, coinciding with the Easter long weekend. This unique event, celebrated Passover, Ramadan, and Easter welcoming more than 150,000 attendees to Liverpool, contributing to \$7.5 million in visitor spending to the local economy. Liverpool's diversity is evident through this festival, fostering community and cultural appreciation.

Motherland had over 19,000 attendees, This celebration highlights Liverpool's status as one of Australia's most culturally diverse communities.



Most Blessed Nights Festival .



Lunar New Year.

Family Fun Days

Council connected with families through Family Fun Day events held at various locations across the Liverpool Local Government Area as part of its ongoing monthly suburban activations program. More than 7,400 visitors attended the events located in Middleton Grange, Green Valley and Casula.

These activations are designed to bring Council services and engagement opportunities directly into local neighbourhoods, making it easier for residents to interact with staff, provide feedback, and participate in community life.



Family Fun Day, Casula.

Rebranding Casula Powerhouse Arts Centre

Council rebranded *Casula Performing Arts Centre* as the *Liverpool Powerhouse – Home of the Arts and Creative Industries*.

The change in name signifies a comprehensive cultural revitalisation reaffirming Liverpool's status as a key destination for arts, music, drama, entertainment and culinary experiences. It positions Liverpool at the forefront as a creative and cultural leader.

Liverpool Powerhouse – Home of the Arts and Creative Industries is also a major events hub, attracting 34,892 people a year to festival events and each weekend the Powerhouse Artisans and Growers Market attracts foodies from across Southwest Sydney.



Liverpool Powerhouse lit up for Winterfest and Growers market.

Western Sydney International Airport opening

This major achievement is a milestone Western Sydney journey toward becoming a true economic powerhouse.

The completion of the WSI terminal is not just the end of construction, it is the beginning of a new era of jobs, growth, and opportunity for our region.

The \$5.3 billion Western Sydney International Airport, set to open in 2026, is already delivering tangible benefits to the region. The project has created nearly 12,000 direct jobs, with over 360 local businesses sharing in more than \$500 million worth of contracts.

The economic momentum it is generating is expected to continue well into the future.



Western Sydney Airport, aerial view of the terminal, January 2025.

Liverpool City Council and Bradfield Development Authority commit to Bradfield City success

Liverpool City Council and Bradfield Development Authority (BDA) committed to Bradfield City Centre's vibrant future, signing an agreement that formalises collaborative leadership on the delivery of Australia's first new city in 100 years.

Located on the doorstep of the new Western Sydney International (Nancy-Bird Walton) Airport in the Liverpool Local Government Area, Bradfield City is set to deliver 20,000 jobs, 10,000 homes and 36 hectares of open space.

Bradfield City will become a vibrant urban hub for Western Sydney's diversity of people, talent and businesses: providing new highly skilled jobs and industry growth that will add to Liverpool's already thriving economy.

The agreement will help oversee the management of new local infrastructure and services in Bradfield as the city evolves, as well as making the most of public and private investment in the Aerotropolis and wider Liverpool community.

Bradfield City Centre, set to have a thriving advanced manufacturing ecosystem at its heart, will play a critical role in delivering the NSW Industry Policy, part of the NSW Government's commitment to the NSW economy of the future, by boosting the NSW manufacturing industry and drive economic growth in Western Sydney.



Master Plan – Concept Drawings



Service Highlights

Libraries and Museum

- The Yellamundie Library was recognised as a world class facility at two international awards including one of five finalists at the International Federation of Library Association and Institutions (ILFA) Public Library of the Year in Barcelona and shortlisted for Building of the Year at the World Architecture Festival.
- Liverpool Regional Museum hosted the 'Speedway Meet', a major event held on 1 March 2025, which attracted more than 450 attendees EXILIO (EXILED): Chile to South-West Sydney exhibition received two prestigious awards:
 - Highly Commended in the Exhibition Projects – Museum and Heritage (Small Organisations) category at the Imagine Awards, presented by Museums and Galleries NSW in November 2024.
 - Winner of Best Latin Exhibition at the Latin Awards Australia, July 2025.

Events

- Council successfully delivered a broad and impactful program of cultural and community events, activating diverse public spaces across the city and celebrating Liverpool's rich cultural identity. These efforts have resulted in significant audience growth and engagement, firmly establishing our events program as a key platform for community connection. The team's work has also received award-winning recognition within the sector, underscoring the creativity, professionalism, and impact of our event delivery.
- Council events were also awarded;
 - Winner Platinum Western Sydney Tourism Awards - Most Blessed Nights;
 - Winner Gold Western Sydney Tourism Awards - Experience the World;
 - Winner Gold Western Sydney Tourism Awards - Motherland African Cultural Festival;
 - Highly Commended - Local Government NSW RH Dougherty Awards - Motherland African Cultural Festival; and
 - Nominated - Latin Awards Australia 2025 - Primavera Latin American Festival.
- The 2025 ANZAC Day Dawn Service saw a significant increase in attendance with more than 400 people, marking the highest attendance recorded to date. This year's service was particularly notable for the strong presence of students, whose participation contributed to the increased attendance and reflected growing community engagement and respect for the significance of ANZAC Day.
- Citizenship Ceremonies also experienced an increase in attendance, with more than 800 conferees participating. In addition, Council incorporated First Nations cultural elements into the ceremonies by featuring didgeridoo virtuosos and storytellers, highlighting and celebrating local history.
- New configuration of the Council Chamber setting and technology provided a more sophisticated delivery and reporting to the community. Council continues to encourage community attendance at future Council meetings.
- Council has broadened its community engagement efforts by incorporating more face-to-face interactions and improving engagement formats to enhance accessibility. These initiatives are guided by community feedback. A review of Community Forum delivery has also been undertaken, resulting in enhancements to ensure residents have increased access to relevant information.

Recreation and Community Facilities

- Council's sport, leisure, and community spaces continue to play a vital role in enhancing the liveability of the Liverpool community. In the first six months of 2025, these spaces attracted more than 1.47 million visits. This strong engagement positions Council well to deliver on its core objectives, activating the community through targeted programs that promote social connection, mental health, and physical wellbeing. Importantly, the focus on ensuring an inclusion is supported by more than 37% of total visitation from targeted populations.
- The implementation of the Sports Affordability Program as a pilot program to remove financial hardship as a barrier for sports participation, the continued delivery of senior's physical activity and wellbeing programs in partnership with Collective Leisure and South Western Sydney Local Health District as key stakeholders and the achievement of more than half a million visitations to Council's leisure centres highlight the importance of Council's continued investment in an active community.

Community Development and Planning

- Council continues to play a vital role in strengthening community wellbeing through the delivery of key programs, advocacy, and engagement. This includes facilitating representative committees and interagency networks and delivering targeted services to marginalised and vulnerable communities. During the reporting period, more than 5,000 individuals, including people living with disability, those from culturally diverse backgrounds, and residents experiencing disadvantage have directly benefited from these initiatives.
- A major highlight was the formal endorsement of Council's inaugural Reconciliation Action Plan, reinforcing its commitment to equity and inclusion. Combined with the ongoing delivery of targeted programs, these achievements underscore Council's continued investment in building stronger, more connected, and resilient communities.
- The finalisation and adoption of the Craik Park, Ireland Park and Hammondville Park Master Plans by Council.
- Completion of the Plans of Management for Hammondville Oval, Grand Flaneur Beach, Leppington Park and Draft Craik Park Plan of Management.
- 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.

Children's Services

- Casula preschool and Prestons early Education and Care Centres were assessed against the National Quality Framework in April and May 2025, receiving a rating of Exceeding National Quality Standards.
- Council's Children's Services have been working closely with Early Childhood Consultant Adam Christie, to engage in professional learning to strengthen educators' approach to documenting, assessing and planning for children's learning in authentic, engaging and sustained ways.

Arts and Culture

- Bellbird Dining & Bar received the prestigious Gold Award at the Western Sydney Tourism Awards, recognising its excellence in culinary tourism.
- Liverpool Powerhouse showcased *A Taste of Spain*, celebrating cultural diversity through food and performance.
- Liverpool Powerhouse proudly hosted the renowned Archibald Prize 2024, further cementing its position as a cultural destination.
- The *Summer Suite* exhibition featuring artists Eddie Abd, Katy B Plumber, and Leanne Tobin was nominated for the 2024 Imagine Awards, acknowledging its artistic significance and community impact.

City Planning and Urban Design

- The Liverpool City Centre Public Domain Technical Manual was finalised and the Streetscape design concepts for George Street and Moore Street was placed on public exhibition for Community and Stakeholder feedback.

Animal Management

- Council continued to reunite pets with their owners and boosting adoption rates through strategic use of social media, pop-up adoption events and participation in Council Family Fun Day events.

City Waste and Recycling

- The introduction of FOGO, the most significant improvement in waste diversion and reprocessing in a generation was implemented. Liverpool joins Penrith, Randwick, Inner West, Parramatta, Fairfield and Blacktown (among others) as councils that have successfully brought a FOGO service to the majority of their residents.
- Council is also signed a formal agreement with the ground-breaking resource recovery team at UNSW, to investigate and research how it can extract even more materials from the waste stream, find more uses for more old materials, and maximise the benefits of the circular economy for residents.
- Council conducted 48 educational school visits, 25 FOGO workshops, seven (7) community events and numerous pop-ups at shopping centres and door-to-door visits across the rural areas of the LGA.

Regulatory Compliance

- Council exceeds performance targets in most areas and continuously strive to improve service across all areas of regulatory compliance.

Development Assessment

- Lodging Development Applications within 12-days on average during the period.
- Determining applications under Delegated Authority and by the Liverpool Local Planning Panel within 105-days on average during the period.
- Determine applications of a minor nature (dwellings, secondary dwellings, ancillary residential structures) within 35-days on average during the period.
- Issuing Pre-Development Application minutes within 10-business days during this period for most applications.

Environmental Planning and Management

- Council completed soil remediation work as part of the Angle Park foreshore access project which was mostly delivered by the NSW Department of Planning Places to Swim program and formally opened to the public in May 2025.

Infrastructure and Floodplain Planning and Management

- Council continues to manage its \$3.8 billion portfolio of infrastructure assets, and plan and design a continuous pipeline of infrastructure projects, including renewals, upgrades, and new infrastructure, for the community.
- Council's Asset Management Strategy and Plan 2025-2035 was formally adopted by Council.

Economic and Commercial Development

- Stage 1 (Edmondson Ave, Austral Road widening. (10 stages One (1) property). Nine (9) offers were made in 2024/2025.
- Acquisition of Basin 8 Austral property.
- Assessment and Council approval of two "hardship" claims.
- Compulsory Acquisition of 275 Jardine Drive, Edmondson Park.

Traffic and Transport

- All road safety events have been carried out throughout the year with increased number of attendees on previous financial years. The events have been met with excellent community feedback.

Governance and Corporate Management

- Council adopted the Community Strategic Plan 2025-2035 and accompanying documents including the Delivery Program 2025-2029 and Operational Plan 2025-2026 and Resourcing Strategy including the Long-Term Financial Plan 2026-2035, Pricing Policy (Fees and Charges) 2025-2026, Workforce Management Strategy 2025-2029 and Asset Management Strategy and Plan 2025-2035.
- Council engaged more than 3200 participants whose feedback contributed to the development of the final plans.
- Through strategic engagement, Council helped elevate Liverpool's profile in state and federal decision-making forums, leading to increased funding and stronger alignment between government priorities and local needs.
- The Fifteenth Avenue campaign connected with more than 600,000 people through digital and in-person methods became a benchmark for community-led advocacy and was publicly celebrated as a transformative project for Liverpool and Western Sydney.
All advocacy and engagement activities maintained strong alignment with the Community Strategic Plan and Council's adopted policy positions, reinforcing Council's commitment to transparent, evidence-based planning
- Upgrade of Council systems including Infor Pathway, Council's Payroll and Pavement Management Systems.
- Enhancements to Internal Requisitions and Call Recording processes.
- The Workforce Management Strategy 2022-2026 has made significant progress. During the reporting period the cultural enrichment program, career conversation, refreshed approach to onboarding and compliance learning were delivered.
- A new approach to recruitment and the HR business partner model was adopted.
- The Workforce Management Strategy 2025-2029 was adopted by council. As part of the new strategy the following initiatives will be developed, Leadership Programs for Front Line Leaders and Emerging Leaders, a new Remuneration and Benefits Framework and a new Employee Value Proposition program to attract and retain staff.
- Council's Risk and Audit System implemented and embedded.
- Council reports full compliance with newly legislated Audit and Risk requirements.
- Development of 2025-2029 Strategic Audit Plan.


Community Development and Planning

- Adoption of the Craik Park, Ireland Park and Hammondville Park Master Plans by Council; Completion of the Plans of Management for Hammondville Oval, Grand Flaneur Beach, Leppington Park and Draft Craik Park Plan of Management.
- 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.
- Adopted a more efficient way to complete compliance inspection reports electronically via mobile app which could be uploaded to Council's electronic record keeping system (Content Manager).

Communications


- Council's social media channels recorded more than 7.2 million impressions.
- Social media followers grew by 18.7% over the reporting period.
- 14 event videos were produced, generating 184,748 views and reaching 137,162 people.
- Collaborations with social media influencers delivered an additional 335,877 views.
- 80,000 printed copies of the Liverpool Life Autumn newsletter distributed to households.
- Six editions of the Liverpool Life eNewsletter published.
- 47 media releases delivered.
- 653,893 active users visited Council's website.
- Major communication campaigns were delivered for Australia Day event, Most Blessed Nights, Motherland African Festival, Family Fun Days, FOGO waste launch, Fifteenth Avenue Upgrade and Liverpool Powerhouse rebrand.

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 Museum also collects, organises, preserves and makes available materials of local historical and cultural significance.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Healthy, Inclusive, Engaging	1b – Promote a harmonious community that celebrates its diversity. 1c – Embrace the city's heritage and history. 1d – Support an inclusive community by fostering access and equity for all. 1e – Deliver great and exciting events and programs for our people and visitors.	Director Community and Lifestyle	 On Track


Comment
<ul style="list-style-type: none"> • Liverpool's Library and Museum Services provide popular and relevant services and programs for the community. Usage of the services continues to grow. • Visits and online interaction with the library service was 1,440,165 for the year, with significant growth in both in person visits to Council libraries and engagement via online services. • Library loans - increased, with 977,271 items borrowed across Council libraries for the year. • Yellamundie has proven to be a drawcard for local and visitors. Community feedback for the library and its services has been very high over its first year of opening. It has also drawn many visitors and delegations from around Australia and overseas, who have visited for its high reputation.

Service Area	Description
1.2 Events	This service delivers Councils' annual program of community and Major events. Its purpose is to activate key precincts and assets, support the local economy, facilitate CBD revitalisation, and promote visitation. Councils' Major Events program will focus around showcasing Liverpool's rich multicultural identity and explore its diversity through a series of CBD based activations. The unit aims to encourage accessibility, inclusivity and cultural representation whilst providing a platform of opportunity for local businesses, artisans, talent and suppliers.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Healthy, Inclusive, Engaging	1b – Promote a harmonious community that celebrates its diversity. 1e – Deliver high quality, exciting and varied events and activations for our community and visitors.	Director Community and Lifestyle	 On Track


Comment
<ul style="list-style-type: none"> • Council's Events team has successfully delivered a wide-ranging program of cultural and community events that have activated a wide range of public spaces and celebrated Liverpool's diversity. • Highlights include the award-winning Experience the World series, which brings the city centre to life through food, music, and cultural experiences; Starry Sari Night, a beloved South Asian celebration held on George Street in Liverpool CBD; NAIDOC Week and the Seniors Concert, which honour and engage key communities as well as hallmark events such as Australia Day, New Year's Eve, Christmas in the Mall, and a series of small suburban activations which provide affordable day-time entertainment for families and highlight Liverpool's parks and reserves. • These events have driven strong attendance with more than 704,000 people over FY24/25, fostered local business and artist/performer participation, and consistently achieved over 80% attendee satisfaction, reinforcing the city's reputation as a culturally rich and welcoming destination.

Service Area	Description
1.3 Recreation and Community Facilities	Council's Recreation and Community Facilities provide access to sporting, recreation and leisure services. The service also supports the development of a dynamic, healthy and liveable city through the effective, innovative and sustainable management of community facilities and recreation services for more than 1.5 million residents and visitors annually.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Healthy, Inclusive, Engaging	1a – Improve liveability and quality of life for the community by delivering vibrant parks, places and facilities. 1d – Support an inclusive community by fostering access and equity for all. 1g – Communicate, listen, engage and respond to the community by encouraging participation.	Director Community and Lifestyle	 On Track

Comment
<ul style="list-style-type: none"> • Council's sport, leisure and community spaces continue to play an important role in the improving the liveability of the Liverpool Community. Attracting more than 1.47 million visitations in the first six months of 2025 positions the business unit well to deliver on its core operational objectives of maximisation activation of the Liverpool Community through targeted sport, recreation and leisure programs that promote community capacity building through social, mental and physical wellbeing. Importantly, the focus on ensuring an inclusion is supported by more than 37% of total visitation from targeted populations. • The implementation of the Sports Affordability Program as a pilot program to remove financial hardship as a barrier for sports participation, the continued delivery of seniors physical activity and wellbeing programs in partnership with Collective Leisure and South Western Sydney Local Health District (SWSLHD) as key stakeholders and the achievement of more than half a million visitations to Council's leisure centres highlight the importance of Council's continued investment in an active community.


Service Area	Description
<p>1.4 Community Development and Planning</p>	<p>The Community Development and Planning service oversees development and implementation of a range of policies and strategies across Council to ensure services, programs and facilities are responding to the current and emerging needs, interests and aspirations of Liverpool residents. In addition, the service delivers planning for social infrastructure including community facilities, sporting, recreational and open spaces for Liverpool's existing and growing community.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Healthy, Inclusive, Engaging</p>	<p>1b – Promote a harmonious community that celebrates its diversity. 1d – Support an inclusive community by fostering access and equity for all. 1f – Support active and healthy lifestyles by improving footpaths, cycleways and walkways and other infrastructure that promotes and supports active transport. 1g – Communicate, listen, engage and respond to the community by encouraging participation</p>	<p>Director Community and Lifestyle</p>	<p style="text-align: center;">  On Track </p>

Comment
<ul style="list-style-type: none"> • Council continues to deliver on important functions to the community. These services extend to the provision of representation, welfare and advocacy functions through its facilitation of committees, interagency networks as well as through the provision of programs to targeted and marginalised communities. • Through these programs, Council has delivered direct services to more than 5000 individual beneficiaries who are living with a disability, are from diverse backgrounds or are experiencing disadvantage. The endorsement of Council's initial Reconciliation Action Plan, and continued delivery of its programs that support targeted populations highlight Council's continued commitment to develop community capacity building. • Council continues to deliver social infrastructure planning and design projects, including (but not limited to) the following: <ul style="list-style-type: none"> ○ Progressing the development of Master Plans for priority parks, sports and recreational facilities including; Craik Park, WV Scott Memorial Park, Sinozich Reserve, Ireland Park, Bill Anderson Reserve, Jardine Park, Greenway Sports field and Michael Wenden Aquatic Centre; ○ Progressing the development of Concept Designs for priority local parks, pocket parks, and play spaces including; Local Parks 2, 6 and 22 in Austral; ○ Progressing the Plan of Management Priority Program for key sites and Crown Lands, including completing the Plans of Management for Hammondville Oval, Grand Flaneur Beach, Leppington Park and Craik Park; ○ 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; and

- 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 one preschool service, catering for a total of 260 long day care places and 27 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, Engaging	1d – Support an inclusive community by fostering access and equity for all.	Director Community and Lifestyle	 On Track

Comment
<ul style="list-style-type: none"> • Council's Early Childhood programs continue to be 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 which have received a rating of 'Exceeding National Quality Standards'. Only 10 per cent of non-council services in the LGA are exceeding National Quality Standards. • Casula preschool and Prestons early Education and Care Centres were assessed against the National Quality Framework in April and May 2025, receiving a rating of Exceeding National Quality Standards. Under the Education and Care Services National Legislation all new services must be assessed against the National Quality Standards 9-18 months after the service begins operating. As quality practice develops over time, it is uncommon for a new service to receive an exceeding rating. An exceeding rating showcases the preschools commitment to providing an exceptional curriculum and practices for children, families and the community. • Supported playgroups continued to be delivered in partnership with community partners and aim to support socially isolated families and children to create connections. The playgroups are delivered under the NSW Government Start Strong Funding Model, aiming to support children's pathways to formal early childhood education. • The Transition to school program has been redesigned, delivered in three Council libraries within the LGA. The program is designed and delivered by an Early Childhood Teacher, strengthening both the social and academic skills of children prior to heading to school. • Council's Early Education and Care Centres partnered with Macquarie University in various research projects "ORICL - Observe, Reflect, Improve, Children's, Learning". Research projects provide mutual benefits to both the universities and Council services as it allows Council to gain valuable knowledge in a broad range of research subjects. This year, studies have focused on the acquisition of language in a literacy rich environment and the use of observation and data tools to record how educator interactions and the learning environment influence young children's development.


- Council is working collaboratively with NSW Health to roll out the Brighter Beginnings initiative in which all children will have comprehensive health and development checks prior to commencing school.
- Council's Children's Services have worked on establishing strong community partnerships to enhance children's connections with the local community. This includes an intergenerational program with Hammond care, partnerships with Meals on Wheels, Our Community Kitchen, Community Café Outreach Service and Liverpool Men's Shed.

Service Area	Description
<p align="center">1.6 Arts and Culture</p>	<p>Liverpool Powerhouse is a cultural facility that contributes to an inclusive and creative community through engaging presentation and production. The Centre provides a platform to highlight the skills and creativity of local artists through music, exhibitions, performances and programs that are relevant and engaging to Liverpool and South West Sydney communities.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Healthy, Inclusive, Engaging</p>	<p>1b – Promote a harmonious community that celebrates its diversity. 1d – Support an inclusive community by fostering access and equity for all. 1e – Deliver great facilities, events and programs for our people and visitors.</p>	<p>Director Community and Lifestyle</p>	<p align="center">  On Track </p>


Comment
<ul style="list-style-type: none"> Over the past year, Liverpool Powerhouse has delivered a vibrant and inclusive program of exhibitions, festivals, performances, and community activations that have strengthened the centres' role as a key cultural destination. Highlights include hosting the 2024 Archibald Prize as one of the Western Sydney outposts for Art Gallery NSW, group show Under the Big Blue Sky, Liverpool Art Society Prize and MilPra Prize, alongside various exhibitions showcasing our Liverpool Council art collection. Liverpool Powerhouse Theatre, Music, and Matinee offerings have seen strong attendance, with the monthly matinee series receiving consistent high attendance and excellent feedback from dedicated audiences. Liverpool Powerhouse has supported initiatives including Treehouse Theatre's youth-led refugee storytelling, Liverpool Performing Arts Ensemble school-curriculum linked productions, Seniors-focused programming, and an expanded suite of school holiday and after-school activities, including new clay and drama workshops. The centre's inhouse restaurant, Bellbird Bar & Dining, has provided a high quality and well-regarded amenity for visitors, earning a Western Sydney Tourism Award (Gold). Council has expanded Liverpool Powerhouse's business and market appeal through ventures including the Saturday Markets, Expressions of Interest (EOIs) for long-term hire opportunities, and new partnerships around our community garden and the Clayhouse. Council continues to foster relationships with facilitators to introduce innovative, experiential programming that resonates with contemporary audiences and supports the Centres' growth as a hireable, collaborative, and creatively driven space.

Service Area	Description
<p>1.7 City Planning and Urban Design</p>	<p>The City Planning and 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 also provides specialist Heritage and Public Art related advice and services.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Healthy, Inclusive, Engaging</p>	<p>1a – Improve liveability and quality of life for the community by delivering vibrant parks, places and facilities. 1c – Embrace the city’s heritage and history.</p>	<p>Director Planning and Design</p>	<p> On Track</p>


Comment
<ul style="list-style-type: none"> • Council met its target for ongoing projects and programs. Specialist Urban Design, Heritage and Public Art advice was provided within set timeframes in the majority instances. • The Design Excellence Panel (DEP) and Heritage Advisory Committee meetings were held in accordance with adopted Charters and Procedures. • Urban Design, Heritage, and Public Art projects and initiatives were progressed and delivered to schedule. The Draft Liverpool City Centre Public Domain Technical Manual has been finalised and the Streetscape Design for George Street and Moore Street has been put on public exhibition for Community and Stakeholder feedback. • Work commenced in January 2025 on the preparation of a dedicated Connecting with Country Framework for the Liverpool Local Government Area (LGA). • <i>Liverpool Contributions Plan 2024 – Aerotropolis s7.12</i> was formally adopted by Council at the Ordinary Meeting of Council on 24 July 2024. • The reform of Council’s Contributions Plan has commenced with the initial focus (Phase 1) being on the review and reform of the <i>Liverpool Contributions Plan 2009</i>, <i>Liverpool Contributions Plan 2018 – Established Areas</i>, and <i>Liverpool Contributions Plan 2018 – Liverpool City Centre</i>.

Service Area	Description
1.8 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
Healthy, Inclusive, Engaging	1a – Improve liveability and quality of life for the community by delivering vibrant parks, places and facilities	Director Planning and Design	 On Track


Comment
Council staff are committed to reuniting pets with their owners or finding them loving new homes where possible.

Service Area	Description
<p align="center">1.9 City Infrastructure Delivery and Construction</p>	<p>The Infrastructure Delivery and Construction service 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.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Healthy, Inclusive, Engaging</p>	<p>1a – Improve liveability and quality of life for the community by delivering vibrant parks, places and facilities 1f – Support active and healthy lifestyles by improving footpaths, cycleways and walkways and other infrastructure that promotes and supports active transport.</p>	<p>Director Operations</p>	<p align="center">  On Track </p>
<p>Evolving, Prosperous, Innovative</p>	<p>3a – Continue to invest in improving and maintaining Liverpool's Road networks and infrastructure.</p>		


Comment
<ul style="list-style-type: none"> • Council continued to deliver its asset renewal and replacement programs during the period. • The Community Centre and Children Care Centre Rehabilitation Program, Sports Amenity Building Upgrade Program, Parks and Sports Field Upgrade Program and Road Rehabilitation Program were completed. • Organic infill on sporting field at Ernie Smith Reserve, Moorebank and floodlighting on sporting field at Ernie Smith Reserve, Moorebank was installed. • Upgrade of awning and construction of a pavilion at South Park, Charlton Avenue, Chipping Norton was completed. • The Western Sydney Infrastructure Grants Program of Works is in progress.

Service Area	Description
<p align="center">2.1 City Waste and Recycling</p>	<p>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.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Liveable, Sustainable, Resilient</p>	<p>2a – Deliver a beautiful, clean and inviting city for the community to enjoy. 2f – Manage waste effectively and maximise recycling opportunities</p>	<p>Director Operations</p>	<p align="center">  On Track </p>

Comment
<ul style="list-style-type: none"> • The roll-out of FOGO to approximately 80% of the residents in our LGA has been a great success, with very few issues reported. Council hopes that our valued residents will join us fully in recycling as much solid food waste through the green-lid bins as possible, as that will reduce waste disposal costs and the amount Council pays in levies to the NSW Government. • The community continues to recycle strongly, with the cumulative amount of yellow-bin recycling for the Liverpool community increasing by more than 2.8% as compared to the 12 months previously. The Community Recycling Centre continues to be a well visited and high-profile facility, even if the numbers have declined to a degree because of the new CRCs that have been set up by other Councils in the South-West Sydney region.

Service Area	Description
<p align="center">2.2 City Maintenance</p>	<p>This City Maintenance service is responsible for maintaining and repairing Council's footpaths and road assets, managing CBD maintenance and Council's Park maintenance program, including proactive inspections, cleansing, sanitising playgrounds and picnic areas. This service also assists and responds to emergencies in the LGA to ensure that Council services remain operational in an emergency.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Liveable, Sustainable, Resilient</p>	<p>2a – Deliver a beautiful, clean and inviting city for the community to enjoy 2e – Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks and stresses 2f – Manage waste effectively and maximise recycling opportunities</p>	<p>Director Operations</p>	<p align="center">  On Track </p>

Comment
<p>City Parks and Open Space</p> <ul style="list-style-type: none"> • Council continues to maintain a wide range of Council Park assets including playgrounds, general park areas, bushland and natural reserves, creeks and rivers, roads and footpaths. <ul style="list-style-type: none"> ○ More than 9,500 m² of road pavement have been repaired and resurfaced at various locations, and approximately 14 km of road shoulder has been regraded and maintained to improve edge stability and surface drainage. ○ Approximately 3,900 m² of concrete footpath and 475 linear metres of kerb have been reconstructed across multiple sites as part of maintenance works. ○ A number of faded or missing line markings have been reinstated across various streets. Additionally, traffic signs and street furniture were either replaced or newly installed, at a total cost of \$420,000. ○ All 121 gross pollutant traps (GPTs) within the Local Government Area were cleaned in accordance with the scheduled maintenance program. This also included repairs to damaged drainage infrastructure and the removal of invasive vegetation from selected waterways. Furthermore, several street drainage pits were inspected and cleaned to maintain effective stormwater flow. ○ More than 1,000 customer service requests relating to maintenance issues were received, inspected, and actioned within the required response timeframes. ○ Council also carried out more than 850 driveway inspections, which were subsequently approved for construction. ○ More than 1,150 Road Opening Applications were processed, and permits issued in a timely manner in accordance with Council's procedures.


Sports fields

- During the reporting period, significant improvements were made to many of Council's sporting fields. Renovations were carried out using best-practice turf management techniques, aimed at improving playing conditions, sustainability, and safety. The works included:
 - Aeration to improve soil structure and root growth
 - Top dressing to level playing surfaces and enhance turf health
 - Targeted pesticide application to manage pest infestations
 - Fertiliser application to promote vigorous turf growth
 - Herbicide application for effective weed control
- These initiatives are part of Council's ongoing commitment to delivering high-quality, accessible open spaces for the community.

Urban Tree Management and Canopy Expansion


- Council continued the proactive maintenance of its tree assets across the Local Government Area (LGA), ensuring the health, safety, and longevity of the urban forest.
- Council maintained its strategic focus on increasing tree canopy coverage through an ongoing tree planting program. This program involved planting a diverse range of native and suitable species in parks, streetscapes, and other public spaces to enhance urban cooling, support biodiversity, and improve environmental resilience.

Service Area	Description
<p align="center">2.3 Strategic Town Planning</p>	<p>The Strategic Planning team within the City Planning portfolio guides, orders and regulates land use and infrastructure in an efficient, equitable, ethical and effective way. Through collaboration with experts from a variety of disciplines, strategic planning seeks to realise the vision established within Connected Liverpool 2040, Council’s Local Strategic Planning Statement (LSPS). Strategic Planning relates to the management of land use plans, land release, renewal of established areas, rezoning, the formulation of Development Control Plans, Development Contributions Plans and associated policy.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Liveable, Sustainable, Resilient</p>	<p>2g – Deliver effective and efficient planning and high-quality design to provide best outcomes for a growing city</p>	<p>Director Planning and Design</p>	<p align="center">  On Track </p>


Comment
<ul style="list-style-type: none"> • During the period, the majority of Proponent-led Planning Proposals which demonstrated merit were progressed within 90 days. • Work has continued to progress on the new Local Environmental Plan for Liverpool. Following submission of the Principal Planning Proposal for a new Liverpool LEP to the Department of Planning, Housing and Infrastructure (DPHI) in August 2024, Council received a Gateway Determination from the DPHI for the Planning Proposal in April 2025. Following receipt of the Gateway Determination, a report will be tabled at the July 2025 Council Ordinary Meeting to seek Council support for the next steps in the project.

Service Area	Description
<p align="center">2.4 Regulatory Compliance</p>	<p>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.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Liveable, Sustainable, Resilient</p>	<p>2a – Deliver a beautiful, clean and inviting city for the community to enjoy</p>	<p>Director Planning and Design</p>	<p align="center">  On Track </p>


Comment
<p>Council is committed to meeting its regulatory functions required under legislation to maintain a healthy and safe city.</p>

Service Area	Description
2.5 Development Assessment	The Development Assessment service delivers statutory planning and land development engineering services to the community. It is responsible for assessing and determining various applications in a robust manner in order 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
Evolving, Prosperous, Innovative	3d – Implement planning controls and best practice urban design to create high-quality, inclusive urban environments	Director Planning and Design	 On Track
Liveable, Sustainable, Resilient	2g – Deliver effective and efficient planning and high-quality design to provide best outcomes for a growing city		


Comment
<ul style="list-style-type: none"> • Council has continued to work towards improving Development Application performance, whilst ensuring best practice planning, and high-quality urban design outcomes were achieved for the benefit of the Liverpool community. • Achieving the Development Assessment performance measures during the period has largely occurred. • Council did not meet its performance measures for Regionally Significant Development Application processing due to reporting limitations in the NSW Planning Portal and delays in determining several legacy applications lodged in 2022. These applications required external approvals before they could proceed, which extended average processing timeframes beyond the target.

Service Area	Description
<p align="center">2.6 Environmental Planning and Management</p>	<p>Management of Council's natural environment to meet legislative requirements and improve Council's Environmental sustainability performance.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Liveable, Sustainable, Resilient</p>	<p>2c – Deliver and advocate for a sustainable, cool and green city. 2e – Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks and stresses. 2f – Manage waste effectively and maximise recycling opportunities</p>	<p>Director Operations</p>	<p align="center">  On Track </p>

Comment
<ul style="list-style-type: none"> • Council has progressed implementation of the Integrated Pest Management Strategy, including development of educational material related to pest management, carp removal programs from two lakes at Cecil Hills and Wattle Grove and continued implementing the Mosquito Management Action Plan, including trapping and testing of mosquitoes. • Council will develop an expression of interest to facilitate the installation of EV charging infrastructure at selected locations in the LGA in accordance with Council's Electric Vehicle Charging Stations on Public Land Policy.


Service Area	Description
<p align="center">2.7 Infrastructure and Floodplain Planning and Management</p>	<p>This service includes the provision of:</p> <ol style="list-style-type: none"> 1. Asset Management strategies, policies, systems and programs for Council-owned infrastructure assets to continue to deliver the required levels of service over time; 2. Floodplain Management strategies, policies, systems and programs to enable controlled occupation of flood prone land and to reduce the impact of flooding and flood liability; 3. Strategies, policies and programs for the conveyance of stormwater as well as management of stormwater to improve the health and quality of our waterways; and 4. Technical Support to Council, it's management units and other stakeholders involved in the planning, delivery and ongoing management of infrastructure related services.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Liveable, Sustainable, Resilient</p>	<p>2b – Manage stormwater and drainage infrastructure to mitigate risk to the environment and the community. 2e – Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks and stresses.</p>	<p>Director Operations</p>	<p align="center">  On Track </p>

Comment
<ul style="list-style-type: none"> • Council continues to manage its \$3.8 billion portfolio of infrastructure assets, including; roads and traffic facilities, drainage, buildings and open space infrastructure. • Statutory infrastructure asset related reports are being completed, by their respective due dates. • Details of Council and developer-led infrastructure projects completed in the 2024/2025 financial year, are currently being input / updated into Council's asset management system. Once processed and completed, the Public Infrastructure Report (including SS7 Report) will be prepared by the due date. • Council's Asset Management Strategy and Plan 2025-2035 was completed and adopted by Council. • The update of Council's Transport Asset Management Plan has progressed. The Plan aims to provide a proactive approach to the management of Council's road related assets and services provided from these assets, comply with relevant regulatory requirements, and identify funding required to provide the required levels of service. • 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. Purchase of a property at Newbridge Road is underway and 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 from the property and will be converted into public open space.

- Review of Cabramatta Creek Overland Flood Study is underway, and is being undertaken over two financial years, expected to be completed by June 2026.
- Council completed topographical surveys to enable and inform the design of infrastructure projects.
- Concept and detailed designs were completed for new or upgrades to existing roads, traffic facilities, drainage, cycleways, footpaths, car parks and other civil infrastructure.
- Survey set out services continued to be provided, to enable the construction of infrastructure projects.


Service Area	Description
3.1 Economic and Commercial Development	The Economic and Commercial 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 in developing projects which facilitate commercial opportunities and supports key assets delivery and precinct master planning.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Evolving, Prosperous, Innovative	3b – Promote and deliver an innovative, thriving and internationally recognised city. 3c – Market Liverpool as a business destination and attract investment. 3e – Facilitate quality local employment, training and education opportunities. 3f – Develop the economic capacity of local businesses and industries. 3g – Maintain strong relationships with agencies, stakeholders and businesses to achieve beneficial outcomes for the city.	Director Planning and Design	 On Track

Comment
<ul style="list-style-type: none"> Leads continue to be generated across the LGA, including strong interest in strategic precincts including the Aerotropolis, Moorebank Intermodal Precinct, and the Liverpool Innovation Precinct. These efforts have contributed to the facilitation of more than 2,300 new jobs during the reporting period, supported by Council’s proactive business engagement and investment attraction programs. Small businesses, particularly in the City Centre, were supported through state-funded events delivered by Council, including the popular Vibrant Streets Program offering shopfront façade improvements, lighting, and activation support and, helping to drive local visitation and economic resilience. Additional support was provided through tailored mentoring, business engagement, and promotion of available grants and funding opportunities. Council significantly expanded its grants program, securing over \$7.3 million in external funding across 24 successful submissions during FY2024–25. These grants have enabled the delivery of infrastructure upgrades, placemaking initiatives, and key employment outcomes, including 16 fully funded cadet, trainee, and apprenticeship positions embedded across Council’s operations, helping to build long-term workforce capacity. New employment pathways continue to emerge across growth industries including health, education, advanced manufacturing, and digital technology, supported by Council’s formal partnerships and Memorandum of Understanding (MOUs) with institutions including the University of Sydney, UNSW, Western Sydney University, and Notre Dame. Start-up and entrepreneurship programs delivered through these partnerships have further promoted local innovation and future-focused business development.


- Council progressed the development of a Destination Management Plan, which is now updated as Visitor Economy Strategy, to guide tourism growth and visitor economy activation. Council's tourism promotion continues to gain momentum through digital platforms and strategic partnerships, with the Visit Liverpool webpage and social media accounts, featuring a dedicated Little India Liverpool page.
- Liverpool's cultural and culinary offerings were featured in the inaugural Best of the West Food Lover's Guide by the Western Sydney Leadership Dialogue, showcasing local highlights such as Al Barakeh Chicken, Hemani Mehni, Bellbird Dining & Bar, and cultural festivals including Starry Sari Nights, Lanterns and Lights, and the Motherland African Festival. Tourism promotion will continue in partnership with Liverpool Powerhouse through the Dear Belly exhibition (Sept 2025 – Mar 2026), celebrating Liverpool's food diversity. Council's Tourism and CBD Committee will also be reappointed for a two-year term from August 2025 to continue shaping Liverpool as a visitor destination.
- With fewer than 600 days until the opening of Western Sydney International (Nancy-Bird Walton) Airport, Council is supporting the NSW Government in delivering city-shaping initiatives such as the \$4 billion investment into Stages 2 and 3 of the Moorebank Intermodal Precinct and the \$2 billion expansion of the Liverpool Health and Education Innovation Precinct. These projects will reinforce Liverpool's strategic role as the gateway to Sydney's growing southwest and as a next-generation city of opportunity.
- Office space at Phillips Park will be released for tender.
- Stage 2 of the Liverpool CBD Car Park Expression of Interest (EOI) process is set to commence soon.
- Council has completed the acquisition of 12 properties for the value of \$14.1 million.
- A total of 39 offers made and are in various stages of progress. This includes issue of additional four (4) offers (nine (9) in total) for Stage 1 Edmondson Road, Austral road widening.
- Council is also dealing with TfNSW land/easement acquisitions and Sydney Water access requests.

Service Area	Description
3.2 Traffic and Transport	Council's 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. This service 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
Evolving, Prosperous, Innovative	3a – Continue to invest in improving and maintaining Liverpool's Road networks and infrastructure	Director Planning and Design	 On Track
Liveable, Sustainable, Resilient	2d – Promote and advocate for an integrated transport network with improved transport options and connectivity		


Comment
<ul style="list-style-type: none"> • Council continues to manage traffic on the local road network in consultation with Transport for NSW, the Police, and the Liverpool Local Traffic Committee. Responses with identified solutions continue to be provided within required timeframes. • Council endorsed the Kurrajong Road Staged Improvement Strategy including the short-term improvement works for Kurrajong Road/Lyn Parade/Beech Road intersection and Kurrajong Road/Mowbray Street intersection upgrades to signalised intersections. Funding has been secured for these upgrades and designs are underway. The projects are scheduled to be delivered within the next 18 months. • Council is progressing with the Governor Macquarie Drive staged upgrade from a two-lane road to a four-lane road. • Council continues to progress the detailed design of the proposed Bernera Road upgrade between Yarrowa Street to Kurrajong Road including Yarrunga Street and Yato Road intersection upgrade. • Transport for NSW is currently preparing a Strategic Business Case to investigate options for the upgrade of Fifteenth Avenue, in parallel, Council is continuing to lobby the NSW Government to commit funding to deliver the future upgrade of Fifteenth Avenue post completion of the Strategic Business Case. • Online workshops, child restraint checking events and Liverpool Local Traffic Committee meetings were held during the reporting period. • Council's metered parking in the city centre continues to be managed.

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 enquires, processing applications, submissions, 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. 4b – Position Council as an industry leader that plans and delivers services for a growing city.	Director Community and Lifestyle	 On Track

Comment
Council has answered 76,099 phone calls made to 1300 36 2170 with an average time to answer of 2.2 minutes and an average handling time of just over four (4) minutes.


Service Area	Description
4.2 Governance and Corporate Management	Council's Governance and Corporate Management services plan and co-ordinate Council's internal operations to ensure that Council 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. 4b – Position Council as an industry leader that plans and delivers services for a growing city. 4d – Demonstrate a high standard of transparency and accountability through a comprehensive governance framework	Office of the CEO Director Community and Lifestyle Director Corporate Services	 On Track

Comment
<ul style="list-style-type: none"> • Council has met its Integrated Planning and Reporting (IP&R) requirements for the period. • Council reviewed its Community Strategic Plan 2025-2035 and accompanying documents including the Delivery Program 2025-2029 and Operational Plan 2025-2026, Long-Term Financial Plan 2026-2035, Pricing Policy (Fees and Charges) 2025-2026, Workforce Management Strategy 2025-2029 and Asset Management Strategy and Plan 2025-2035 in accordance with the Local Government Act. • The draft documents were placed on publicly exhibited from 14 May to 10 June 2025, available for download and feedback on Council's website. Hard copies were also accessible and key Council locations. • Council promoted the public exhibition through its website and social media platforms. • During the public exhibition period Council continued its Phase 2 engagement activities including a Roundtable Session with local business and government agencies, engagement with university students at the University of Wollongong and Western Sydney University campus', pop-up information stands at Carnes Hill Shopping Centre and Macquarie Mall and a creative competition at local primary schools. • The 'Help Us Plan for the Future' survey closed on 31 May 2025 with 1362 responses received. Council also received more than 200 written submissions and 40 survey submissions. • Council concluded its comprehensive internal and external stakeholder engagement involving more than 3,200 participants whose feedback contributed to the development of the final plans. • An information webinar will be scheduled in July to 'Close the Loop' and report back to the community on the final plans. • The final documents were presented to Council for adoption on 18 June 2025.


- Council is preparing the Biannual Report for the January to June 2025 period which will be presented to Council at its second meeting in August 2025.
- Council will commence preparation of the Annual Report for the 2024-2025 Financial Year and will be presented to Council at its meeting in November 2025.
- Council played a leading role in advocacy efforts across Western Sydney, particularly through representation on the South West Sydney Alliance and Western Sydney Health Alliance. Through these roles, Council contributed to strategic regional positions on infrastructure, health access, and resilience planning.
- Council actively contributed to submissions and inquiries at the state and federal levels, ensuring that advocacy around funding, housing reform, disability inclusion, and infrastructure investment was aligned with adopted policy frameworks such as the Disability Inclusion Action Plan and the Delivery Program. This included a comprehensive submission to IPART on the water pricing determination.
- Council's advocacy secured a landmark \$1 billion commitment from the NSW and Federal Governments for the upgrade of Fifteenth Avenue. This result followed a high-impact campaign involving door-knocking, stakeholder meetings, sports club engagement, and digital outreach, including TikTok. The campaign was recognised with a "Highly Commended" award at the 2025 LG Professionals NSW Awards.
- Council worked with the University of Sydney's Industry and Community Project Unit to involve students in shaping the vision for Liverpool 2050. This contributed to inclusive and forward-thinking policy outcomes, notably in areas such as housing affordability and equitable access to public spaces. University students presented their findings to Council at a showcase on Monday 12 May 2025.
- The Audit, Risk and Improvement function plays a pivotal role in facilitating and embedding best practice risk processes, ensuring that decision-making is informed by a comprehensive understanding of potential threats and opportunities.
- Through regular audits, the Audit, Risk and Improvement function provides an independent insight into the efficient and effective functioning of strategic and operations matters.
- Council reports a significant improvement in the collection of outstanding rates and annual charges, with a reduction from 8.50% at the same time last year. This positive trend reflects our continued efforts to support ratepayers through proactive engagement and effective debt management.
- Council anticipates this momentum to continue in the coming months.
- There was a significant increase in the number of Civic Events delivered during the period, aimed at engaging the local community and enhancing Council's brand and reputation.
- The existing Civic Events were reviewed and refined to ensure compliance and to elevate the overall experience, with a focus on increasing community awareness and encouraging visitation. Additionally, the number of park and capital works openings grew, with these events actively promoted through Council's website and social media channels.
- Council maintains legal and governance frameworks that facilitate its operations.
- Council's Information Technology Function continued to focus on ensuring availability of all Council systems and maintaining Council's cybersecurity position. This included the delivery of numerous projects including upgrades to key systems.
- Council continued with the Cloud migration of a number of corporate applications with expected completion by July 2025.
- A significant restructure of the team continues to be implemented to ensure a contemporary structure to enable the organisation to meet the needs of the community.

Service Area	Description
<p align="center">4.3 Financial Management</p>	<p>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.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Visionary, Leading, Responsible</p>	<p>4c – Ensure Council is accountable and financially sustainable through the strategic management of assets and resources</p>	<p>Director Corporate Services</p>	<p align="center">  Needs Attention </p>

Comment
<p>Council did not breach any legislative reporting obligations in this period.</p>

Service Area	Description
4.4 Communications	The Communications service area forms ideas, develops and delivers all written and visual promotional material and communications to support Council’s strategies, campaigns, projects, events and initiatives through media releases, external media and public relations, video, photography, printed materials, websites, email and social media. This service area is also responsible for governance of Council’s internal communications to staff and actively 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	4a – Place customer satisfaction, innovation and best practice at the centre of all operations. 4b – Position Council as an industry leader that plans and delivers services for a growing city.	Director Community and Lifestyle	 On Track

Comment
<ul style="list-style-type: none"> • From January to June 2025, Council delivered a diverse range of initiatives to promote Liverpool, engage our community, and support Council’s strategic priorities. • Major campaigns during this period included Australia Day, Most Blessed Nights, Motherland African Festival, Family Fun Days, FOGO waste rollout, Fifteenth Avenue Upgrade, and the Liverpool Powerhouse rebrand. These campaigns achieved strong engagement across both media and digital channels. • Council produced 14 promotional videos across four key events, generating over 184,000 views and reaching more than 137,000 people. Collaborations with social media influencers attracted more than 335,000 views, reflecting strong community interest and involvement. • Council’s social media presence continued to grow steadily, with more than 7.2 million impressions and an 18.7% increase in followers, highlighting our community’s sustained interest in Council initiatives and events. • Council also continued to provide high-quality communications through a range of channels, including the Autumn edition of <i>Liverpool Life</i> (distributed to 80,000 households), six eNewsletters, and 47 media releases, all contributing to transparency and community awareness. During this time, Council’s website recorded more than 653,000 active users, further demonstrating strong digital engagement. These results reflect Council’s ongoing commitment to open, inclusive, and effective communication with the people of Liverpool.