COUNCIL AGENDA ADDENDUM

ORDINARY COUNCIL MEETING

18 June 2025

BOOK 5

LIVERPOOL CITY COUNCIL

LIVERPOOL THE GREAT SOUTH WEST

LIVERPOOL CIVIC TOWER COUNCIL CHAMBER, LEVEL 1, 50 SCOTT STREET, LIVERPOOL NSW 2170

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PLAN 05	Energy Savings Certificate (ESC) Sale

Strategic Objective	Liveable, Sustainable, Resilient Deliver and advocate for a sustainable, cool and green city
File Ref	185837.2025
Report By	Daniel Riley - Manager Development Engineering
Approved By	Lina Kakish - Director Planning & Compliance

EXECUTIVE SUMMARY

At its meeting on 25 October 2023, Council approved participation in Endeavour Energy's non-energy efficient streetlight replacement program at a cost of $815,000. The program was expected to generate Energy Saving Certificates (ESCs), which based on market prices at the time was estimated to be valued at $960,000.

The project, nearing completion, has seen 8,274 non-LED streetlights replaced with energy-efficient LEDs. This has resulted in the registration of 44,580 ESCs.

The remaining 1,240 (approx.) non-LED streetlights will be replaced this year and generate additional 5,600 ESCs (approx.).

ESCs are tradeable certificates under the NSW Energy Savings Scheme, governed by the *Electricity Supply Act 1995*. Council has engaged Ironbark Sustainability (an Accredited Certificate Provider and LGP-approved contractor) to generate and trade Energy Savings Certificates (ESCs).

Under Section 377(1)(h) of the *Local Government Act 1993*, Council approval is required for the sale of Council properties which includes ESCs. This report seeks Council's approval to proceed with the sale of ESCs.

RECOMMENDATION

That Council:

1. Approves sale of 44,580 ESCs, through Ironbark Sustainability Pty Ltd, that is estimated to be valued at $843,454
2. Authorises the CEO to execute the sale of the remaining 5,600 ESCs on completion of the project.
3. Authorises the CEO or his delegate to execute any documentation that may be required to complete these sales.
4. Authorises the CEO to decide the appropriate timing of the sale based on market pricing.

REPORT

At its meeting on 25 October 2023, Council approved participation in Endeavour Energy's non-energy efficient streetlight replacement program at a cost of $815,000. The program was expected to generate Energy Saving Certificates (ESCs), which based on market prices at the time was estimated to be valued at $960,000.

The project, nearing completion, has seen 8,274 non-LED streetlights replaced with energy-efficient LEDs. This has resulted in the registration of 44,580 ESCs.

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ESCs are tradeable certificates under the NSW Energy Savings Scheme, governed by the *Electricity Supply Act 1995*. Council engaged Ironbark Sustainability to manage the ESC registration and trading process. Ironbark Sustainability is a WSROC-endorsed and LGP-approved provider.

Based on current market pricing the sale is expected to generate estimated $843,454 in revenue to council as calculated below:

44,580 ESCs @ $17.20 (June 2, 2025) + 10% GST = $843,454

The trade will also attract IPART registration and Ironbark service fees, estimated as follows:

- **IPART registration fee**: $1.04 + GST per ESC = $51,000
- **Ironbark service fee**: $1.20 + GST per ESC = $58,846

The remaining estimated 5600 ESCs generated on completion of the project will be sold at forward market pricing.

FINANCIAL IMPLICATIONS

The above trade will generate $666,917 (excl. GST) net income to Council. This will be $293k short of $960k budgeted in 2024/25 financial year.

CONSIDERATIONS

Economic	There are no further financial considerations.
Environment	There are positive environmental and sustainability benefits associated with the project.
Social	There are no social and cultural considerations.
Civic Leadership	Provide information about Council's services, roles and decision-making processes. Operate a well-developed governance system that demonstrates accountability, transparency and ethical conduct.
Legislative	Local Government Act 1993 Roads Act 1993 Road Transport Act 2013 NSW Public Lighting Code 2024 Electricity Supply Act 1995
Risk	The risk is deemed to be Low - Medium. However, spot price of ESC varies all the time and may be different from the price on 02 June 2025.

ATTACHMENTS

Nil

COM 05	Revised Schedule for Governance Committee Meetings and Councillor Briefing Sessions 2025

Strategic Objective	Visionary, Leading, Responsible Position Council as an industry leader that plans and delivers services for a growing city
File Ref	198639.2025
Report By	Gabriella Rojas - Acting Councillor Executive and Support Officer
Approved By	Tina Bono - Director Community & Lifestyle

EXECUTIVE SUMMARY

The Governance Committee actively contributes to the delivery of Council services and the oversight of key functions by providing a structured mechanism for Council, staff, and experts to engage in informed discussion and offer recommendations that support effective decision-making.

In broad terms, a Councillors role is a strategic one. As members of the governing body, Councillors are responsible not only for representing the community, but also for setting the strategic direction of the council (not operational) and keeping its strategic performance under review.

The Governance Committees Agenda covers topics to support the Mayor and Councillors to support this function and decision making.

Agenda items include:

Budget Committee
To coordinate the strategic financial planning of Council and to develop the long-term financial plan and operational budgets to support the delivery of infrastructure and services to the community.

Infrastructure and Planning
To oversee Council's asset and project management.

Strategic Priorities Committee
To oversee the delivery of Council priorities and special project areas of economic development and City revitalisation, lobbying efforts by Council and grant funding efforts.

Strategic Performance Committee
To oversee the setting, progress and realisation of Council's long term strategic direction through KPI monitoring, service and policy review and performance data. In addition to oversee community initiatives through the monitoring of Council's major events, culture, inclusion, support and recognition programs and initiatives.

To address the ongoing challenges with quorum and participation in Governance Committee Meetings and Briefing Sessions, it is recommended to adjust the Governance Meeting and Briefing Session schedule starting July 2025. These changes aim to improve attendance, enhance productivity, and support more effective decision-making.

RECOMMENDATION

That Council:

1. Adopts the revised Meeting schedule effective July 2025; and

2. Notes the July – December meeting dates.

REPORT

Background

Recent Governance Committee Meetings and Briefing Sessions have faced challenges related to quorum and participation. These issues have impacted the ability to conduct meetings efficiently and make timely, informed decisions. After careful review and consultation, adjusting the meeting schedule is proposed to better align with members availability and operational needs.

Key Changes:

- Briefing Sessions will now be held on Tuesdays from 1.00pm to 4.00pm (maximum 3 hours).

- Governance Committee Meetings will move to the Wednesday of the week prior to Council Meetings**,** running from 5.15pm to 8.15pm (maximum 3 hours).

A full schedule aligning Briefings, Committee Meetings, and Council Meetings is outlined for July to December 2025.

All members are strongly encouraged to prioritise attendance. Active participation remains vital to the success of the Committee's governance and Council's overall operational effectiveness.

It is proposed that the Governance Committee Meetings will now be held on the Wednesday the week prior to Council meetings commencing at 5.15pm – 8.15pm (3 hour maximum) as per the dates below:

Briefing Session (Tuesday 1.00pm – 4.00pm)	**Governance Committee (Wednesday 5.15pm – 8.15pm)**	**Council Meeting (Wednesday 6.00pm-11.00pm)**
15 July	16 July	23 July
19 August	20 August	27 August
16 September	17 September	24 September
14 October	15 October	22 October
11 November	12 November	19 November
2 December	3 December	10 December

FINANCIAL IMPLICATIONS

Costs associated with this recommendation have been included in Council's budget for the current year and long-term financial plan. Additional overtime for evening sessions may result in an estimated $18,000 in overtime.

CONSIDERATIONS

Economic	There are no economic and financial considerations.
Environment	There are no environmental and sustainability considerations.
Social	There are no social and cultural considerations.
Civic Leadership	Provide information about Council's services, roles and decision making processes. Deliver services that are customer focused. Operate a well-developed governance system that demonstrates accountability, transparency and ethical conduct.
Legislative	There are no legislative considerations relating to this report.
Risk	There is no risk associated with this report.

ATTACHMENTS

Nil

COM 06	Suspension of AFZ Bigge Park for EuroFest Event

Strategic Objective	Healthy, Inclusive, Engaging Deliver great and exciting events and programs for our people and visitors
File Ref	200969.2025
Report By	Clara McGuirk - Manager Cultural Venues and Events
Approved By	Tina Bono - Director Community & Lifestyle

EXECUTIVE SUMMARY

EuroFest is a major cultural event in Liverpool and part of our broader 'Experience the World' campaign of events. Councils' event team is exploring the best site for this festival, to ensure that are enhancing and growing the event, generating continued interest. Moving the event to Bigge Park could attract new engagement as well as provide a greater footprint for the event anticipating its growth.

This report recommends that Council endorse a temporary suspension of the existing Alcohol Free Zones (AFZ) at either Bigge Park or Macquarie Mall (based on the best site determined by our operational and strategic objectives) exclusively during the festivals operating hours. This would occur within a demarcated and fenced site, and bar operations are to comply with both Liquor Act 2007 regulations and conducted in consultation with Liverpool Police licensing.

The addition of a pop-up bar enhances the festival's appeal, offering a unique and enjoyable experience for attendees; encouraging longer stays and increased engagement with the event. Visitation drives increased sales and visibility, positively promoting Liverpool as a hub of nighttime activity and improving the city's economic vibrancy.

Liverpool PAC have historically supported Council's operation of temporary bars within a festival context and Council has a positive track record of similar event activations. The suspension is considered low-risk and will contribute to the economic and cultural vibrancy of Liverpool's CBD.

RECOMMENDATION

That Council:

1. Endorse the temporary suspension of the AFZ within Bigge Park, for the EuroFest operating hours of 5pm – 10pm on the weekend of Friday 25-27 July in order to facilitate a pop-up bar at the event; and

2. Note that the AFZ will be suspended within a demarcated area, allowing Police to continue to enforce the AFZ outside this area.

REPORT

Background

Alcohol Free Zones (AFZs) are implemented as an early intervention method to prevent the escalation of irresponsible street drinking. The AFZ provides a framework that helps maintain public safety by prohibiting the open consumption of alcohol in designated spaces.

Within a special-event context, alcohol consumption has proven effective when managed properly, and monitored alcohol sales and consumption can coexist with the goals of public safety. Special events and festivals frequently take place within existing Alcohol-Free Zones; particularly at Bigge Park and Macquarie Mall. These events, scheduled throughout the year, have become central to Liverpool's vibrant community life and nighttime economy.

In FY2024-25, more than 550,000 people attended Council-run events in the CBD, establishing the city's reputation as a hub of nighttime activity and providing local businesses with significant opportunities to enhance their profiles and increase revenue streams. As our events continue to evolve and models develop, the addition of a pop-up bar provides and enhancement to enhances the event goer experience and improves the festivals tourism appeal, attracting more visitors to stay and support our local vendors.

The EuroFest site holds potential for change to align with operational and strategic objectives, and the two alternative locations currently under consideration — Macquarie Mall and Bigge Park — each present unique opportunities and constraints. Importantly, should either site be selected, temporary suspension of the Alcohol-Free Zone (AFZ) will be required to enable licensed activity as part of event delivery. Therefore, endorsement to halt the AFZ for the event duration will need to be sought to ensure compliance and enable a seamless planning process.

Suspension of the AFZ is sought strictly for the festivals operating hours alone, and within a pre-determined area within the event site to ensure Police can still enforce areas outside this

space. Both Council and the licensee would still need to comply with requirements under the Liquor Act 2007 and the Liquor Regulation 2018, and in consultation with Liverpool PAC .

Liverpool City Council Police Area Command (PAC) Licensing is supportive of Council's pop-up bars, having a positive history with the process and parties involved. Liverpool PAC has endorsed past events and expressed that they have no concern regarding the suspension of our AFZ's during pre-determined Council-run events, pending licensing approval, acknowledging Council's consistent and thorough consultation when assigning operators.

Conditions and Consultation

Council provides Liverpool LAC with a calendar of events, specifically highlighting any festivals that intend to feature pop-up bars. Any changes or additions will be advised to the LAC with sufficient notice to both Council and ensure all licensing requirements are met.

Licensing requirements for Council pop-up bars are in accordance with the Liquor Act 2007 & the Liquor Regulation 2018 include;

- Site demarcation with perimeter fencing;
- Clear and visible entry conditions and licensee details;
- RSA accredited security force relevant to spatial capacity (not exceeding 100 patrons at a time for a pop-up bar);
- Compliance of trading times between the hours of 10am – 12am
- Plan of Management including Alcohol Management Plan submitted to Police together with licensing application 4 weeks prior to event;
- Service rules or limitations (e.g. purchasing limits and elimination of shooters)

Furthermore, this temporary suspension will also be carried out in accordance with Section 645 of the Local Government Act 1993, whereby Council will publish a notice of the suspension on Council's website and at designated sites 14 days prior to suspending the AFZ to inform the public about the upcoming operation of a licensed bar and its trading hours.

For *EuroFest*, this notice will be published from 8 July 2025.

FINANCIAL IMPLICATIONS

There are no financial implications relating to this recommendation.

CONSIDERATIONS

Economic	Facilitate the development of new tourism based on local attractions, culture and creative industries.
Environment	There are no environmental and sustainability considerations.
Social	Provide cultural centres and activities for the enjoyment of the arts. Promote community harmony and address discrimination.
Civic Leadership	There are no civic leadership and governance considerations.
Legislative	• Liquor Act 2007 • Liquor Regulation 2018 • Local Government Act 1993 – Section 644A • Section 644A LG Act specifies how public consultation is to be conducted on a proposed alcohol-free zone, including that: a. notice should be published in a manner likely to bring it to the attention of members of the public in the area and contain specified information; b. a copy must be given to the officer in charge of the nearest police station and to holders of liquor licences for premise bordering on, adjoining or adjacent to the AFZ; c. a copy must be given to the Anti-Discrimination Board, if required by the ministerial guidelines, giving them 40 days to make representations; and d. Council must consider all representations and submissions • Local Government Act 1993 – Section 645 (1) The council may, at the request of any person or body or of its own motion, suspend the operation of an alcohol-free zone by publishing notice of the suspension in a manner that the council is satisfied is likely to bring the notice to the attention of members of the public in the area as a whole or in a part of the area that includes the zone concerned.

	(2) During the period indicated in such a notice as the period of suspension, the zone does not operate as an alcohol-free zone. (3) In like manner the council may at any time cancel the operation of an alcohol-free zone.
Risk	Temporary suspension of the Alcohol-Free Zone is considered within Councils' risk appetite. The suspension will only occur during the above festival and within a pre-determined and contained area, and endorsed by Liverpool Police LAC.

ATTACHMENTS

Nil

CFD 01	**Adoption of the Draft Community Strategic Plan 2025-2035, Draft Delivery Program 2025-2029 and Operational Plan 2025-2026 and Resourcing Strategy including the Draft Long-Term Financial Plan 2026-2035, Revenue Pricing Policy (Fees and Charges), Asset Management Strategy 2025-2035 and Endorsement of the Workforce Management Strategy 2025-2029**

Strategic Objective	Visionary, Leading, Responsible Demonstrate a high standard of transparency and accountability through a comprehensive governance framework
File Ref	172432.2025
Report By	Hiba Soueid - Manager City Strategy and Performance Vishwa Nadan - Chief Financial Officer
Approved By	Farooq Portelli - Director Corporate Support

EXECUTIVE SUMMARY

At the Extraordinary Council meeting on 13 May 2025, Council resolved to:

1. Endorse the Draft Community Strategic Plan 2025-2035, Draft Delivery Program 2025-2029 and Operational Plan 2025-2026, Long-Term Financial Plan 2026 - 2035 and Revenue Pricing Policy (Fees and Charges) to be placed on public exhibition for 28 days from 14 May to 10 June 2025, subject to the following amendment:

   • Increase the mosquito budget to $50,000 (from $12,000).

2. Receives a further report at the June 2025 Council meeting to review public submissions and any associated changes.

This report provides an overview of the submissions received during the public exhibition period and proposes to adopt Council's Draft Community Strategic Plan 2025-2035, Draft Delivery Program 2025-2029 and Operational Plan 2025-2026 and Draft Long-Term Financial Plan, including Revenue Pricing Policy (Fees and Charges), in accordance with Sections 402, 403, 404 and 405 of the *Local Government Act (1993)*.
The draft documents were placed on public exhibition from 14 May to 10 June 2025 and promoted through Council's website and social media platforms. To ensure accessibility, the community were invited to share their feedback via the following three options:

1. Provide a written submission addressed to The Chief Executive Officer, Liverpool City Council, Locked Bag 7064, Liverpool BC NSW 1871, quoting reference number 2025/2464 or

2. Email corporateplanning@liverpool.nsw.gov.au or alternatively,

3. Provide feedback on individual documents by completing one of the following surveys:

    - Draft Community Strategic Plan 2025-2035

    - Draft Delivery Program 2025-2029 and Operational Plan 2025-2026

    - Draft Long-Term Financial Plan 2026-2035 and Revenue Pricing Policy (Fees and Charges)

At the time of writing this report, Council had received a total of 250 submissions of which 177 were written submissions and 33 internal submissions. In addition, a total of 40 survey responses on the draft documents was also received.

A summary of the external written feedback and survey responses are available in this report and a table outlining Council's internal submissions is detailed in Attachment 7 for Council's consideration.

In addition to the above, this report also seeks the adoption of Council's Asset Management Strategy and Plan 2025-2035 and endorsement of the Workforce Management Strategy 2025-2029 as components of its Resourcing Strategy in accordance with Sections 403 of the *Local Government Act (1993)*.

RECOMMENDATION

That Council:

1. Adopts the draft Community Strategic Plan 2025-2035, draft Delivery Program 2025-2029 and Operational Plan 2025-2026, incorporating the amendments outlined in this report;

2. Adopts draft Long-Term Financial Plan 2026-2035 with the adjustments outlined in this report;

3. Adopts the Revenue Pricing Policy (Fees and Charges) for the period commencing 1 July 2025, with the adjustments outlined in this report;

4. Endorses the draft Workforce Management Strategy 2025-2029 and the Asset Management Strategy and Plan 2025-2035 as part of Council's Resourcing Strategy; and

5. Notes submissions received during the public exhibition periods and associated recommendations.

REPORT

At its extraordinary meeting on 13 May 2025, Council resolved to place the draft Community Strategic Plan 2025-2035, Draft Delivery Program 2025-2029 and Operational Plan 2025-2026, Draft Long-Term Financial Plan 2026-2035 and Revenue Pricing Policy (Fees and Charges) on public exhibition for 28 days from 14 May to 10 June 2025.

The Community Strategic Plan (CSP) is the highest-level plan that a council will prepare and is developed in accordance with Section 402 of the *Local Government Act (1993).* The purpose of the CSP is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. It guides all remaining strategies and plans and must be developed by Council with and on behalf of the community.

Although Council has a custodial role in preparing the plan for the community, the strategic objectives and accompanying strategies may be delivered by a range of stakeholders including community members, businesses and government departments.

The Delivery Program (DP) is Council's statement of commitment to the community and is developed in accordance with Section 404 of the *Local Government Act* (1993). It outlines Council's response to the CSP, its services to the community and how it will contribute to achieving its goals during its term of office.

The Operational Plan (OP) is an annual plan developed in accordance with Section 405 of the *Local Government Act* (1993). It provides detailed actions for each of the services Council will undertake in each year of the Delivery Program. The plan identifies the specific projects, programs and activities that have been scheduled for the financial year.

Council has a custodial role in initiating, preparing and maintaining the Delivery Program and Operational Plan on behalf of the community. Council will monitor the progress and delivery of actions and report against progress of the Delivery Program at least every six months as legislated under the *Local Government Act (1993*) through Biannual Progress Reports.

The Long-Term Financial Plan (LTFP) has been developed in accordance with Section 403 of the *Local Government Act* (1993) and includes both Council's 2025-2026 budget and its financial projections for the next ten years. The LTFP includes projected income and expenditure, a balance sheet, a cash flow statement, and detailed information on the planning assumptions that were applied in its development.

The Revenue Pricing Policy includes all of Council's fees and charges for the 2025-2026 financial year. It encompasses all proposed changes to fees and charges.

The 10-year Asset Management Strategy and Plan 2025-2035 is designed to strive to keep Council's infrastructure assets well managed and maintained to meet the needs of the current community and support future growth. The Strategy aims to demonstrate responsive management of Council's infrastructure assets (and services provided from these assets), compliance with regulatory requirements, and to communicate the funding required to provide the required levels of service.

The Strategy is expected to facilitate the prudent and responsible management of Council's infrastructure assets by:

- ensuring that all assets provide the required levels of service in the most cost-effective manner and in a way that minimises life cycle costs;
- identifying maintenance and renewal activities that are necessary to maintain these services and determining funds required to provide this service;
- identifying and managing risk and liability resulting from the operation of public assets through;
    - a program of regular inspections and monitoring activity to assess asset condition and performance, and
    - undertaking a risk-based approach to identify operational, maintenance, renewal and capital development needs, and applying economic analysis techniques to select the most cost-effective work programme.
- understanding and meeting the impact of growth through demand management and infrastructure investment; and
- ensuring that assets are managed to deliver Council's strategic outcomes.

The four-year Workforce Management Strategy outlines the skills, staffing and human resources required to achieve the actions detailed in the Delivery Program and Operational Plan. Council's Workforce Management Strategy aims to embrace a better future together through a range of people strategies and actions to deliver the community's vision including;

- strengthening accountability, capability and agility to deliver better outcomes for the community and
- building a purpose-driven, future-ready workforce that fosters a can-do performance culture.

Public Exhibition

The draft Community Strategic Plan and the Delivery Program and Operational Plan, including Revenue Pricing Policy (Fees and Charges) and Long-Term Financial Plan were placed on public exhibition from 14 May to 10 June 2025. All documents were available online and were accessible for download and feedback through Council's website. In addition, hard copies were available at all Council libraries, Customer Service Centre and Childcare Centres.

Information on the documents was exhibited using the following methods:

- The draft plans featured on the Public Exhibition and Notices page of Council's website and on Liverpool Listens 'Have Your Say' page;
- A survey encouraging feedback on the draft documents was available on Council's Public Exhibition and Notices page and on Liverpool Listens 'Have Your Say' page;
- A direct link to the documents and surveys was also featured as a banner on Council's home page for the duration of the public exhibition;
- Public notices were placed on Council's social media platforms including Facebook, and Instagram;
- Notice of the public exhibition was emailed to Council databases including local businesses, service providers and government stakeholders; and
- Notices were featured in Council's internal communication platforms, In the Loop.

Community Consultation – Phase 2

Approximately 3,236 people were engaged in developing the plans. Council continued to consult with the community during the public exhibition period through various methods including surveys, face-to-face engagement through pop up stands at key locations across the LGA, focus groups, online workshops, a writing competition and a roundtable session where local business and government agencies were invited to provide input on the CSP, aligning it with the broader Liverpool2050 vision.

Council's *'Help Us Plan for the Future'* survey closed on 31 May 2025. A total of 1362 residents provided feedback on their vision and aspirations for the future of Liverpool via the survey.

The Roundtable Session held on 22 May 2025 at Council Chambers offered members of local business and government agencies the opportunity to participate in a workshop and provide input on the CSP, aligning it with the broader Liverpool2050 vision. Copies of the draft plans were sent to participants in advance to ensure they had sufficient time to review the materials and prepare for the discussion. A total of 54 stakeholders attended the session.

Council engaged its local university students at the University of Wollongong and Western Sydney University camps'. Students were encouraged to visit the pop-up stand and provide their feedback on the CSP including the proposed strategic objectives and 10-year strategies.

In addition, pop-up stands were also available at Carnes Hill Shopping Centre and Macquarie Mall.

Students at Liverpool's local primary schools were invited to participate in a creative competition where they shared their vision for the future of Liverpool. A total of 143 submissions were received from eight local primary schools.

A comprehensive post report on Phase 2 engagement is available in Attachment 8.

Submissions

Written Submission (External)

Public Exhibition of the draft documents closed on 10 June 2025. Submissions received from the community and Council staff were collated and registered. At the time of writing this report, Council received a total of 177 written submissions.

Of the 177 submissions received:

- One hundred and forty eight (148) were submitted via email via Councillor Ristevski
- Four (4) were submitted through the Mayor's office
- Twenty-three (23) were sent directly to the Corporate Planning email

In addition, a total of 12 submissions were duplicates, these are not included in the total.

The majority of submissions objected to the proposed 6% IPART rate increase citing current economic pressures and the allocation of $3.2 million towards festivals in the draft 2025/26 budget. Council will formally respond to all written submissions following the Council meeting.

A summary of the key categories raised by the community is tabled below.

Issue Category	Number of Submissions	Council Response
Objection to 6% rate increase	155	Council acknowledges the high volume of objections to the proposed rate increase. These concerns have been noted and will be considered as part of the final budget deliberations. The proposed rate increase which is independently determined by IPART, serves to sustain service levels, invest in critical infrastructure, and maintain financial sustainability.
Objection to $3.2m festival budget	69	Noted for Council consideration.

Austral-specific concerns	29	Council has allocated more than $45 million in its draft budget to address infrastructure needs in Austral, including road upgrades, new parks, drainage improvements and sporting facility upgrades. These investments are designed to improve liveability and support growth in the area.
Requests to redirect funds to essential services	28	Council recognises the community's desire to prioritise essential services including roads, parks and waste. These priorities will be considered with the review of budget allocations and service delivery plans.
Objection to general Council spending	22	Council understands the concern about non-essential expenditure and continues to explore cost-saving measures and ensure that all investments deliver community value.
Request for Council financial transparency	16	Council acknowledges the importance of financial transparency and is committed to publishing budget performance, cost-saving initiatives and clear links to community outcomes. Additionally, Council undergoes a comprehensive annual audit of its financial statements, ensuring independence and accountability.
Request for environmental initiatives	16	Council is committed to sustainability through its greening programs, urban biodiversity actions and ongoing investment in climate resilience and local environmental projects.
Requests for financial transparency or audit	16	Council's financial statements are independently audited to ensure compliance with accounting standards, legislation, and regulatory requirements. These audits are conducted by the Audit Office of New South Wales on behalf of the NSW Auditor-General. This process is essential for ensuring transparency and accountability, providing independent assurance to both the community and Councillors.

Objection to religious festivals	14	Council recognises diverse views on religious festivals. Events aim to promote inclusion and cultural celebration. Council will continue to review event programming to ensure alignment with community values and budget priorities.
Overdevelopment in Wattle Grove and Holsworthy	7	Council acknowledges concerns about development pressures in Wattle Grove and Holsworthy. Future planning will continue to emphasise liveability, green space, and infrastructure upgrades.
Objection to overseas donations	13	Council notes objections regarding overseas donations. Funding priorities are under review to ensure alignment with local needs and community expectations.
Wattle Grove-specific concerns	8	Council has undertaken a range of upgrades in Wattle Grove under the Lakeside Park Master Plan and will continue to assess future priorities based on community needs and maintenance requirements.
Scott Memorial Park concerns	7	Council has committed to delivering priority upgrades at Scott Memorial Park, including a new playground and sports field lighting. Future works, including change rooms and drainage, are being assessed through the draft master plan process.
Community engagement concerns	4	Council acknowledges feedback regarding engagement processes. Council is committed to strengthening its Community Engagement Strategy and providing more transparent and accessible ways for residents to contribute to decision-making.
Edmondson Park-specific concerns	5	Council has scheduled design works for the Edmondson Avenue upgrade and a new roundabout at Jardine Drive. Community needs in Edmondson Park continue to inform future infrastructure planning.

Nuwarra Road, Moorebank concerns	2	Council is aware of traffic and maintenance concerns on Nuwarra Road. Future improvements are being assessed and prioritised through local infrastructure planning.
Request for detailed 25/26 budget breakdown	2	A detailed budget breakdown on 2025/26 budget has been published in the Long-Term Financial Plan, in line with Integrated Planning and Reporting requirements.
Carnes Hill swimming pool concerns	2	Due to cost constraints, Council has revised the Carnes Hill aquatic facility to a 25m indoor pool. A 50m pool remains in the precinct masterplan for future delivery when funding becomes available.
Dog park at Edmondson Park	1	Council notes the request for a dog park and sporting fields in Edmondson Park. These are being considered in future planning for the growing community.
Poor roads including Badgerys Creek	1	Council has noted concerns on poor road conditions, including Badgerys Creek Road. Road upgrades are a priority and are factored into current and future capital works programs.
Public use of synthetic soccer fields	1	Synthetic fields such as those at Hammondville and Ernie Smith Parks are leased to sporting clubs and not available for general public use outside of those arrangements.
Rubbish along Anzac Road	1	Rubbish and dumping along Anzac Road is monitored regularly. Council encourages residents to report illegal dumping, and additional maintenance will be considered.
Tree planting request Auriga Street, Austral	1	Council continues to deliver on its Tree Canopy Strategy and will assess additional planting opportunities in Austral, including Auriga Street.
South West Sydney Local Health District recommendations to address adverse health impacts in the community.	1	Council has reviewed recommendations from SWSLHD's Keeping People Healthy Strategy. Where appropriate, these have been included in the 10-year strategic plan. Recommendations

		referring to the Delivery Program and Operational Plan will be considered and further reported to Council.
Outdoor dining regulation	1	Council will monitor outdoor dining spaces to ensure compliance with regulations and accessible footpaths for pedestrians.
Georges Fair-specific concerns	1	Council services Georges Fair, including Central Park, twice weekly. Bin collection services are reviewed annually to ensure adequacy. Council continues to monitor cleanliness and maintenance needs across the LGA.

Survey Submissions (External)

Council also offered the community an alternative method via a survey to provide feedback on the draft documents. Participants were invited to complete individual surveys, where they could rank their overall satisfaction for each document, assess the quality of the information provided, and submit additional comments. A total of 40 survey responses were received. These were reviewed and a summary has been provided below.

Draft Community Strategic Plan 2025-2035

This survey received 22 responses. While respondents generally found the document easy to read it was also noted that it was lengthy. Most comments focused on the 10-year strategies and transformative projects with concerns that it did not adequately reflect the community priorities. Respondents also expressed that the proposed projects appeared to prioritise in the CBD, rather than developing suburbs including Austral.

Long-Term Financial Plan (LTFP)

This survey received 13 responses. The community were ‘somewhat familiar’ with the draft Revenue Pricing Policy (Fees and Charges) and found the information presented ‘somewhat clear’. A majority of respondents expressed that the LTFP did not reflect the community priorities, in addition they did not feel the Revenue Pricing Policy (fees and charges) are fair and reasonable.

Delivery Program and Operational Plan

This survey received 5 responses. The majority of respondents found the document easy to read however felt the plan does not reflect the community's priorities and needs. Across all surveys, it is evident that concerns about the proposed rate increase influenced community sentiment. This likely contributed to perceptions that the documents do not adequately reflect local priorities or community needs.

Internal Submissions

Council received a total of 33 internal submissions: Three for the Revenue Pricing Policy (Fees and Charges) and 30 for the Long-Term Financial Plan 2026-2035. Details of these submissions are outlined in Attachment 7.

Proposed Amendments

The following amendments are recommended to the Community Strategic Plan, Delivery Program and Operational Plan based on community and staff feedback. If endorsed, Council intends to implement these items using existing resources identified in the budget.

Additional changes made to the Community Strategic Plan, Delivery Program and Operational Plan include minor editorial changes, financial adjustments to reflect the financial year and the incorporation of suggestions that were deemed appropriate. Below are additional items that have been included in the CSP reflective of community and stakeholder feedback which have also been translated to the Delivery Program and Operational Plan.

Item	CSP page #	Recommended inclusions to the Community Strategic Plan
1	17	**Opportunities and Challenges** This section was updated to reflect more recent information and data and provide clarity to readers on the challenges and opportunities facing the city.
2	22-29	**Working with our Partners** This section has been updated to reflect updated plans and strategies
3	31	**Transformative Projects** The Bradfield City Centre paragraph has been updated to include information on the recently signed Memorandum of Understanding.
4	44-45	**10-Year Strategies** The following 10-year strategies have been included to reflect community feedback;

		Healthy Inclusive Fair • Deliver vibrant parks, community hubs, services and facilities that improve liveability and quality of life for everyone in the community and people of all abilities • 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 **Liveable Sustainable Resilient** • Enhance community safety and confidence through inclusive design, strong partnerships, and active community engagement. • Ensure housing diversity and affordability for people of all ages, incomes, and household types **Evolving Prosperous Innovative** • Expand local education and employment pathways to support lifelong learning, skills development, and job readiness for all residents.
5	51-55	**STRATEGIC OBJECTIVE 1 - Healthy, Inclusive, Engaging** **10-Year Community Indicators** Inclusion of the following measure; • Proportion of households living within 800m of daily destinations, open space, playgrounds and services **Strategic Objective 2 - Liveable, Sustainable, Resilient** **10-Year Community Indicators** Inclusion of the following measures; • Increase in climate resilient suburbs • Percentage of dwellings available for low- and moderate-income earners to rent or buy without spending more than 30% of their income

Item	DPOP page No.	Recommended inclusions to the Delivery Program and Operational Plan
1.	29	Service Area – 3.1 Economic and Commercial Development This service area has been adjusted to clearly reflect its delivery service. It is therefore presented in two parts; 3.1 Economic Development 3.3 Commercial Development and Property
2.	56	Inclusion of KPI's relating to the delivery of actions from the Disability Inclusion Action Plan and Reconciliation Action Plan.
3.	177	Service Area 1.7 – Animal Management This service area has been moved to Strategic Objective 2 to better align with the 10-year strategy.

FINANCIAL IMPLICATIONS

Council's draft Long-Term Financial Plan and Revenue Pricing Policy (Fees and Charges) 2025-2026 will be updated to reflect the proposed changes contained in this report following Council's endorsement.

CONSIDERATIONS

Governance	The Community Strategic Plan (CSP) encompasses a series of economic, environmental, social and civic leadership considerations. It outlines strategies for achieving these. The Delivery Program (DP) and Operational Plan (OP) set the direction for Council's strategic agenda, including all economic, environmental, social and civic leadership requirements. The Long-Term Financial Plan is a 10-year rolling plan that informs decision-making and demonstrates how the objectives of the CSP and commitments of the DP and OP will be resourced and funded. The Asset Management Strategy is a 10-year plan that ensures that assets are managed and accounted for in an efficient and sustainable way on behalf of local communities and with a service delivery focus. The Workforce Management Strategy (WMS) is a proactive, 4-year document that shapes the capacity and capability of the workforce to achieve council's strategic goals and objectives.

Legislative	The **Community Strategic Plan** has been developed in line with the *Local Government Act 1993.* Section 402 of the *Local Government Act* states: *(1) Each local government area must have a community strategic plan that has been developed and endorsed by the council. A community strategic plan is a plan that identifies the main priorities and aspirations for the future of the local government area covering a period of at least 10 years from when the plan is endorsed.* *(2) A community strategic plan is to establish strategic objectives together with strategies for achieving those objectives* *Furthermore, Section 406 states:* *(1) The regulations may make provision for or with respect to integrated planning and reporting guidelines (referred to in this Chapter as **"the guidelines"**) to be complied with by councils.* The Integrated Planning and Reporting Essential elements checklist ascertains the following: *1.6 The council must place the draft Community Strategic Plan on public exhibition for a period of at least 28 days and comments from the community must be accepted and considered prior to the endorsement of the final Community Strategic Plan.* The **Delivery Program and Operational Plan** have been developed in line with Section 404 and 405 of the *Local Government Act 1993.* Section 404 of the *Local Government Act* states: *"A council must have a program (called its "delivery program") detailing the principal activities to be undertaken by the council to perform its functions (including implementing the strategies set out in the community strategic plan) within the resources available under the resourcing strategy."* *"The council must establish a new delivery program after each ordinary election of Councillors to cover the principal activities of the council for the 4-year period commencing on 1 July following the election".* Essential Element 4.13 of the Integrated Planning and Reporting Guidelines for Local Government NSW states: *"Where an amendment to the Delivery Program is proposed, it must be included in a Council business paper which outlines the reasons for the amendment and be tabled and resolved to be noted at that meeting and considered by the council at its next meeting."*

	Section 405 of the *Local Government Act (1993)* states that: *'A council must have a plan (called its "operational plan") that is adopted before the beginning of each year and details the activities to be engaged in by the council during the year as part of the delivery program covering that year'.* Essential Element 4.25 of the Integrated Planning and Reporting Guidelines for Local Government NSW states: *"The draft Operational Plan must be publicly exhibited for at least 28 days, and submissions received by the council in that period must be considered, before the final Operational Plan is adopted by the council".* **Resourcing Strategy** Section 403 of the Act states; *A council must have a long-term Resourcing Strategy for the provision of the resources required to perform its functions (including implementing the strategies set out in the Community Strategic Plan that it has responsibility for). The Resourcing Strategy must include provisions for long-term financial planning, workforce management planning and asset management planning.* The **LTFP** has been developed in line with Section 403 of the *Local Government Act 1993.* Essential Element 3.10 of the Integrated Planning and Reporting Guidelines for Local Government NSW state that The Long-Term Financial Plan must be publicly exhibited for at least 28 days and submissions received by the council in that period must be accepted and considered before the final Long-Term Financial Plan is adopted by the council. The **Asset Management Strategy** has been developed in line with Section 403 of the *Local Government Act 1993.* Essential element 3.14 of the Integrated Planning and Reporting Guidelines for Local Government NSW state that council must account for and plan for all of the existing assets under its ownership, and any new asset solutions proposed in its Community Strategic Plan and Delivery Program. Essential element 3.15 of the Integrated Planning and Reporting Guidelines for Local Government NSW state council must prepare and adopt an Asset Management Policy, an Asset Management Strategy and Asset Management Plans to support the Community Strategic Plan and Delivery Program

	The **Workforce Management Strategy** has been developed in line with Section 403 of the *Local Government Act 1993.* Essential element 3.11 of the Integrated Planning and Reporting Guidelines for Local Government NSW state that council must develop and endorse a Workforce Management Strategy to address the human resourcing requirements of a council's Delivery Program. Essential element 3.12 of the Integrated Planning and Reporting Guidelines for Local Government NSW state that the relevant strategies contained in the Workforce Management Strategy must be reflected in the Delivery Program and Operational Plan and the costs associated with delivering the Workforce Management Strategy must be reflected in the Long-Term Financial Plan.
Risk	The risk is deemed to be High. Failure to develop and implement the Community Strategic Plan, Delivery Program and Operational Plan, Resourcing Strategy including the Long-Term Financial Plan and Revenue (Fees and Charges), Asset management Strategy, Workforce Management Strategy and may result in non-compliance with the above legislation and may result in enforceable action by the Office of Local Government, Planning Policy.

ATTACHMENTS

1. Community Strategic Plan 2025-2035
2. Delivery Program 2025-2029 and Operational Plan 2025-2026
3. Long-Term Financial Plan 2026-2035
4. Statement of Revenue Pricing Policy (Fees and Charges 2025-2026)
5. Asset Management Strategy and Plan 2025-2035
6. Workforce Management Strategy 2025-2029
7. Internal Submissions-Fees and Charges and Capital Budget
8. Community Engagement Post Report - Phase 2

LIVERPOOL CITY COUNCIL



COMMUNITY STRATEGIC PLAN 2025-2035

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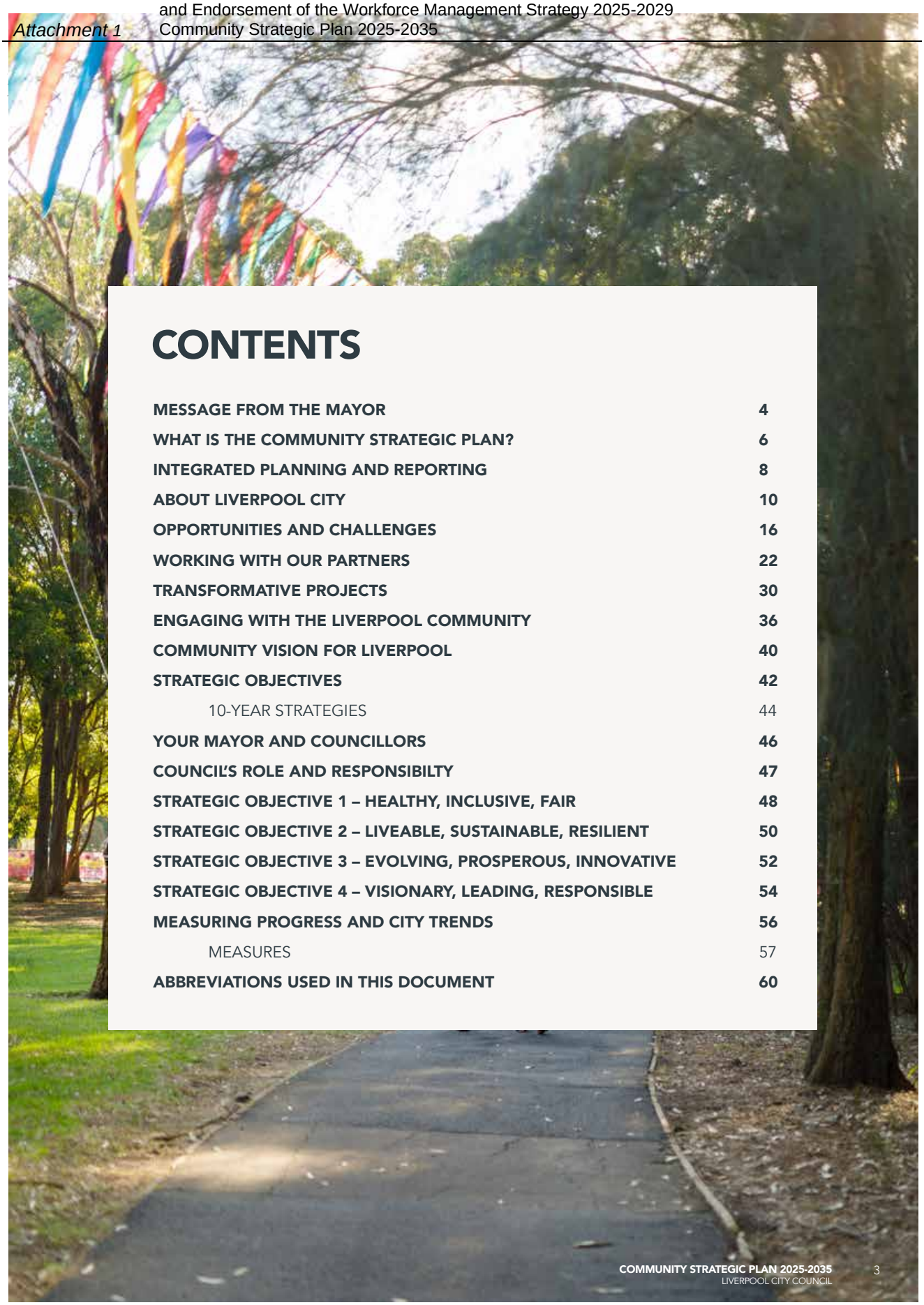


ACKNOWLEDGEMENT OF COUNTRY

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

ACCESS AND EQUITY STATEMENT

Liverpool City Council acknowledges and respects First Nations people as the original inhabitants of the land which now resides within the Liverpool Local Government Area, the people of the Dharug (Darug) and Tharawal (Dharawal) nations. Liverpool City Council also acknowledges and respects Liverpool's multicultural communities and their varied cultural backgrounds, languages, traditions, religions and spiritual practices.



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MESSAGE FROM THE MAYOR



DELIVERING A VIBRANT GLOBAL CITY OF LIFESTYLE AND OPPORTUNITY

As Mayor of Liverpool, I am motivated to shape a brighter, stronger future for our city. That's why I'm proud to present Liverpool 2035 - our highest level planning document that captures the long-term vision and priorities of our community over the coming decade.

This updated Community Strategic Plan is truly a plan for the people, by the people. It builds on the robust community engagement work led by Council in 2024, which saw more than 2,000 residents contribute their aspirations for Liverpool's future.

Importantly, this process also included input from Council staff, local community groups, and leaders from our diverse multicultural communities. I want to sincerely thank every individual who contributed - your voices have laid the foundation for this shared vision of progress.

Through this consultation, we identified four key strategic pillars that will shape our city's direction:

- **Social –** A city that is inclusive, healthy, and fair
- **Environmental –** A place that is liveable, sustainable, and resilient
- **Economic –** A region that is innovative, evolving, and prosperous
- **Civic Leadership –** A Council that is forward-thinking, transparent, and responsible

Although 2035 may seem distant, the work is well underway. Over the next ten years, Liverpool City Council will be driving progress against these priorities through targeted actions and strategic partnerships — with the aim of transforming Liverpool into a vibrant, globally connected city of opportunity.

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Our vision is to transform Liverpool into a vibrant global city of lifestyle and opportunity

We're already seeing this vision take shape. With the Western Sydney International Airport now near completion, the success of Council's Western Sydney Infrastructure Grants program approaching delivery, and an initial investment from the Federal and State Government for $1 billion for Fifteenth Avenue, the future is being built in our LGA.

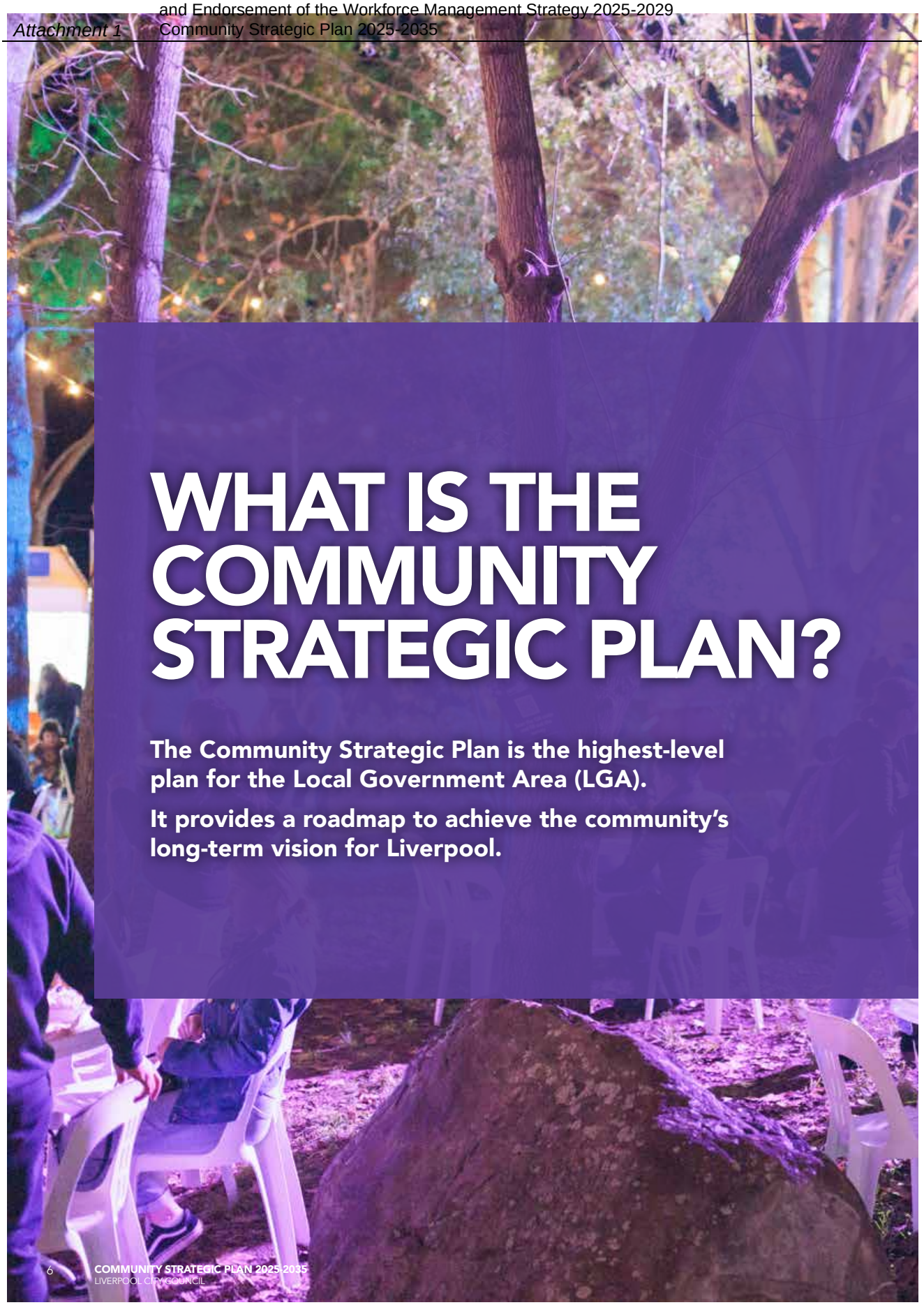
As your Mayor, I remain committed to advocating for our residents every step of the way. I encourage you to stay engaged - share your feedback, raise your ideas, and help shape the Liverpool you want to see.

It's an honour to serve this incredible community. Together with my fellow Councillors, I look forward to continuing the work needed to deliver on the vision you've entrusted to us.



NED MANNOUN
Liverpool Mayor

DRAFT



WHAT IS THE COMMUNITY STRATEGIC PLAN?

The Community Strategic Plan is the highest-level plan for the Local Government Area (LGA).

It provides a roadmap to achieve the community's long-term vision for Liverpool.



It is a 10-year plan that identifies the community's long-term vision, aspirations and main priorities for its local government area and identifies how these will be achieved.

The Plan addresses four key questions:

1. **Where are we now?**
2. **Where do we want to be in 10 years?**
3. **How will we get there?**
4. **How will we know we have arrived?**

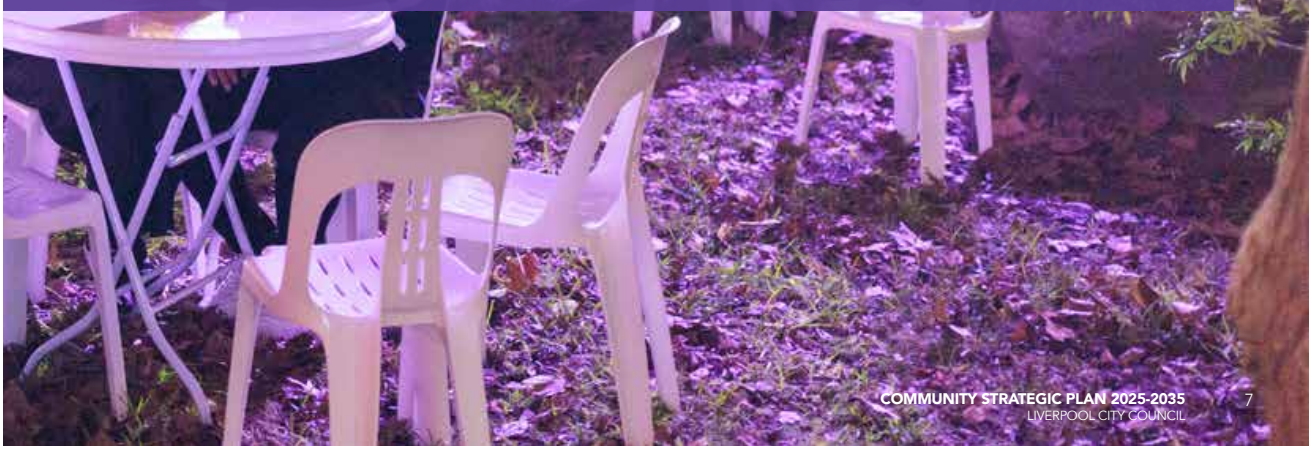
The strategic objectives from the Community Strategic Plan provide a guide for stakeholders to work together and to capitalise on the opportunities which will transform the city of Liverpool.

Although Council has a custodial role in initiating, preparing and maintaining the plan on the behalf of the community, the delivery of the Community Strategic Plan is dependent upon contributions from all stakeholders.

The plan aligns with the NSW Government's State Priorities and Regional Plans and has been prepared with regard to the social justice principles of access, equity, participation, and rights.

It has also been developed in line with best practice city planning principles, as outlined in the Danish Smart Cities Model, which emphasises data-driven decision-making, community - centred design, and sustainability. The model prioritises the integration of digital infrastructure, green technologies, and collaborative governance to improve urban liveability, reduce environmental impact, and ensure inclusive access to services—principles that are reflected throughout the plan.

- Identifies community aspirations and priorities for the next 10 years;
- Outlines the Council's role in delivering these priorities;
- Provides an opportunity for community participation in decision making;
- Provides a basis of accountability and consistency in reporting; and
- Must be reviewed by Council in the year following an ordinary election of council.



INTEGRATED PLANNING AND REPORTING

The Community Strategic Plan is supported by a suite of documents prepared in accordance with the Integrated Planning and Reporting Guidelines for Local Government issued by the State Government known as "Integrated Planning and Reporting Framework" (IP&R).

These guidelines require the Community Strategic Plan 2025-2035 to be supported by a Resourcing Strategy comprising of a 10-year Long-Term Financial Plan, four-year Workforce Management Strategy and a 10-year Asset Management.

While the Community Strategic Plan provides a roadmap for the future, the Resourcing Strategy identifies the means to deliver the projects and services identified in the four-year Delivery Program, delivered through the annual Operational Plan and budget. These plans are statutory documents as defined in the NSW *Local Government Act 1993.*



LIVERPOOL 2050

Liverpool 2050 is a comprehensive long-term vision and planning framework developed by Council which sets the direction for the next twenty-five years.

DELIVERY PROGRAM

The Delivery Program is a statement of commitment to the community from a newly elected Council that outlines the Principal Activities that Council will deliver over four years to implement the 10-year Community Strategic Plan.

OPERATIONAL PLAN

The Operational Plan is Council's annual action plan for achieving the community priorities outlined in the Community Strategic Plan and Delivery Program. An Operational Plan identifies the projects, programs and activities that Council will conduct to achieve the commitments of the Delivery Program and is a sub-plan of the Delivery Program.

RESOURCING STRATEGY

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

The Resourcing Strategy comprises the following plans:

LONG-TERM FINANCIAL PLAN

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

WORKFORCE MANAGEMENT STRATEGY

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

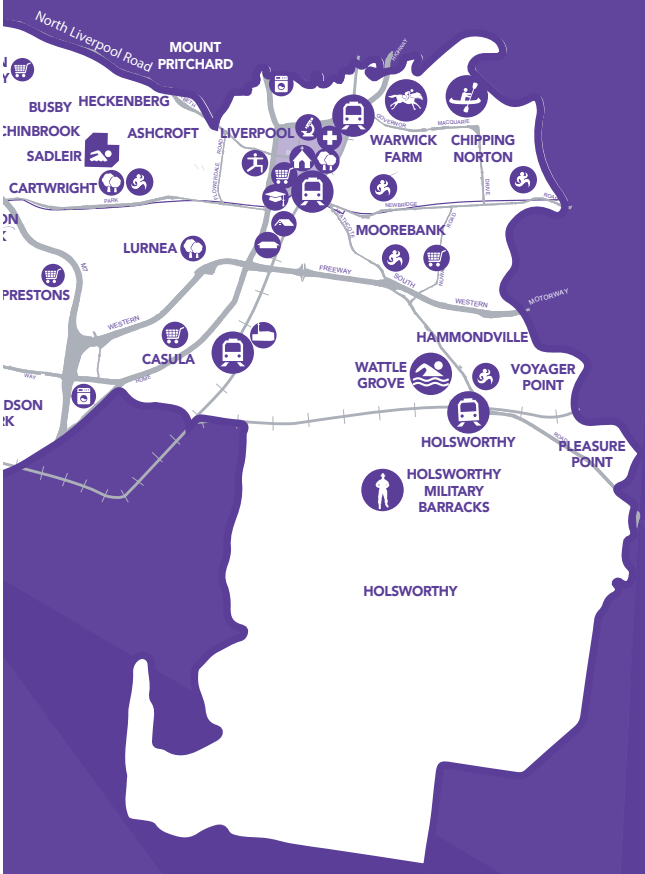
ASSET MANAGEMENT STRATEGY AND PLANS

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

ABOUT LIVERPOOL CITY



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



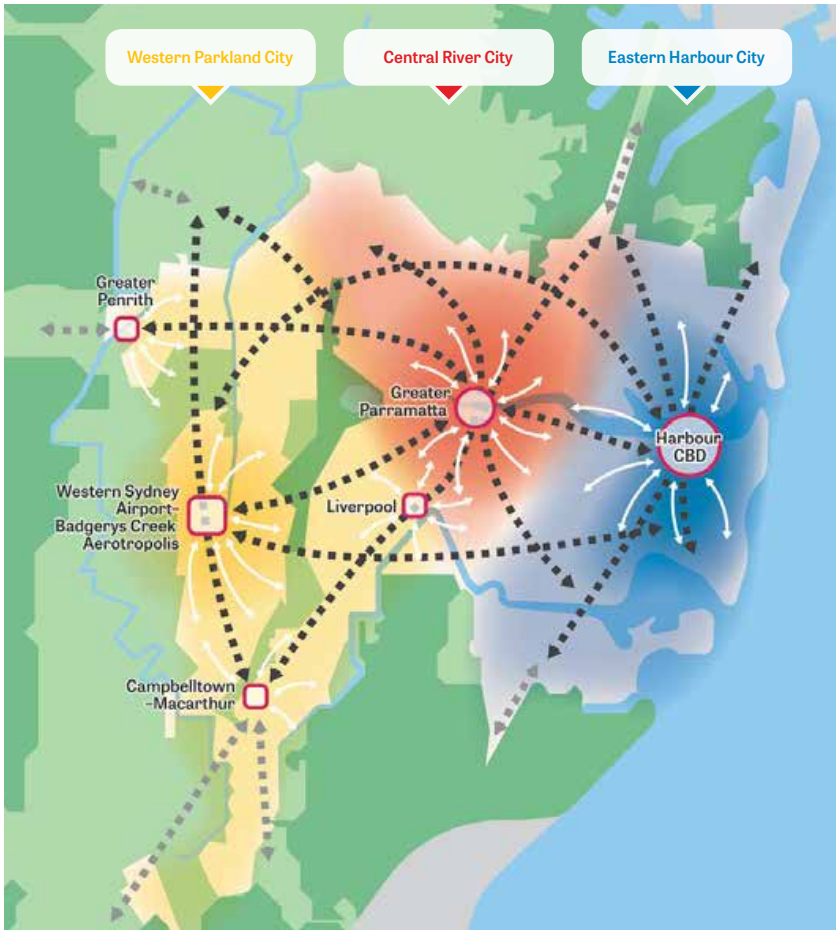
Liverpool is transforming. In the next twenty years there will be an evolution in the way the City works, how Liverpool presents locally and internationally, and the opportunities it offers.

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

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

ABOUT LIVERPOOL CITY CONTINUED

A GLOBAL CITY: LIVERPOOL'S ROLE IN THE TALE OF THREE CITIES



Greater Cities Commission 2018, A Metropolis of Three Cities – The Greater Sydney Region Plan, Greater Cities Commission.

The greater Sydney metropolitan area is growing, and its metropolitan centres are transforming.

Liverpool is at the heart of this transformation as the thriving economic hub and capital of South West Sydney with its key location and advantages in health and medical research, distribution, logistics and professional services.

Liverpool is a key employment destination for the region and emerging University City with the Moorebank Intermodal, University of Western Sydney, Liverpool hospital and Academic Precinct and University of Wollongong all having a presence here.

The city of Liverpool is crucial to the future of Sydney with the Bradfield Aerotropolis at its centre. Liverpool is located within the Western Parkland City and is primed to undergo considerable growth and development as home to the Western Sydney International Airport.



Liverpool Hospital



Western Sydney University, Liverpool

LIVERPOOL CITY CONTINUED

POPULATION[1]

257,175

2025

POPULATION FORECAST
352,811 BY 2046

DEMOGRAPHIC[2]

34 YEARS LIVERPOOL | AVERAGE AGE | 34 YEARS SYDNEY

50% UNDER 35 | AGE SPLIT | 16% OVER 60

150 DIFFERENT BACKGROUNDS

43% BORN OVERSEAS

54% SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME

LIVERPOOL AREA[3]

42 SUBURBS

306 SQ KM

1/3 OF LIVERPOOL IS COVERED IN VEGETATION INCLUDING MORE THAN 500 OPEN SPACE RESERVES

CLIMATE STATEMENT
"CREATING CANOPIES WITH NSW GOVERNMENT"

HOW WE LIVE[4]

34% OF HOUSEHOLDS OWN TWO MOTOR VEHICLES

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

22.5% EARNED A HIGH HOUSEHOLD INCOME

$

19.8% EARNED A LOW HOUSEHOLD INCOME

6.5% LIVERPOOL RESIDENTS REPORTED A NEED FOR ASSISTANCE DUE TO LIVING WITH A DISABILITY

44.2% OF COUPLES HAVE CHILDREN

14.2% ARE ONE PARENT FAMILIES

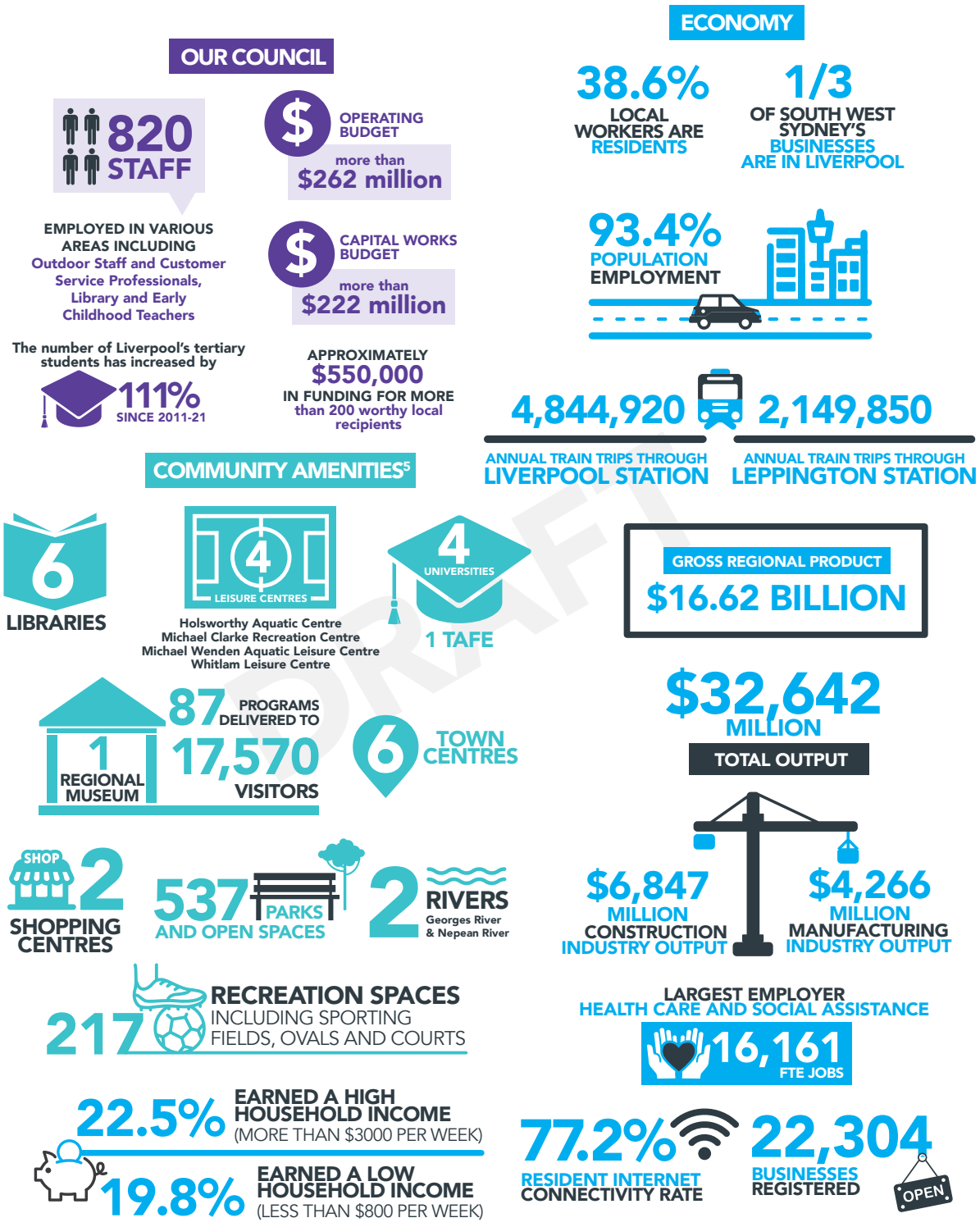
17% OF COUPLES DON'T HAVE CHILDREN

16.3% ARE LONE PERSON HOUSEHOLDS

70.4% LIVE IN SEPARATE (DETACHED) HOUSES

29% LIVE IN MEDIUM & HIGH DENSITY HOUSING

[1] *Liverpool City Council Population Forecast*, Forecast ID <https://forecast.id.com.au/liverpool>.
[2] *Liverpool City Council Community Profile*, Profile ID, <https://profile.id.com.au/liverpool>.
[3] *Local Strategic Planning Statement – Connected Liverpool 2040*, Liverpool City Council <https://www.liverpool.nsw.gov.au/development/liverpools-planning-controls/local-strategic-planning-statement-lsps-connected-liverpool-2040>.
[4] *Liverpool City Council Community Profile*, Profile ID <https://profile.id.com.au/liverpool/how-do-we-live>.



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

OPPORTUNITIES AND CHALLENGES

Liverpool is undergoing significant growth and change now and in the future. It is important to understand the opportunities and challenges that impact on the city when making decisions.

A GROWING CITY AND BOOMING ECONOMY

By 2046, Liverpool's population is forecast to reach approximately 352,811 people, putting significant pressure on the availability of housing, services, employment and transport infrastructure.

Liverpool is the capital of a region going through tremendous growth. Its economy is booming with Liverpool's Gross Regional Product (GRP) growing at 14.2% compared to NSW at 3.8% in the years leading up to 2023.

Its top industries are construction, manufacturing, health and logistics - contributing billions of dollars to the economy.

Western Sydney is Australia's third largest metropolitan economy. Liverpool is one of the key hubs in Western Sydney, acting as a key commercial and residential hub. The Liverpool area could be home to up to 16,200 new jobs and have capacity for up to 18,800 new dwellings by 2036, making a significant contribution towards the region's growth.

A YOUNG MOTIVATED POPULATION

Liverpool's young and diverse population presents a significant growth opportunity. By 2036, one in three new NSW residents is expected to live and work in South Western Sydney. With over 50% of Liverpool's population under the age of 34, the city offers a dynamic, economically active community that contributes both as a consumer base and a locally accessible workforce.

Liverpool is also emerging as a University City, with plans for up to 15,000 tertiary students to study in the city centre in the coming years. Education attainment is on the rise. University enrolment in Liverpool grew at 110% from 2011 to 2021. Locally residents with a bachelor degree grew from 15.7% in the five years from 2016-2021 and students completing year 12 also grew.

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TOWARD A 30-MINUTE CITY, CREATING A MORE CONNECTED LIVERPOOL

30 MINUTE CITY

Creating a 30-minute city is central to Liverpool's long-term vision for a more liveable, connected and inclusive community. The concept, supported by the Greater Sydney Region Plan and the Western City District Plan, promotes urban environments where people can access jobs, education, health care and essential services within 30 minutes of home by public transport, walking or cycling. This approach improves quality of life, reduces congestion, and strengthens local economies by bringing opportunities closer to where people live.

Liverpool's location within the Western Parkland City positions it as a key centre for delivering the 30-minute city model. Strategic infrastructure investments including the Western Sydney International Airport and the proposed South West Metro extension align with the NSW Government's Future Transport Strategy 2056 and provide the foundation to reduce travel times and improve access across the region. Encouraging local employment, mixed-use precincts, and sustainable transport options will ensure Liverpool becomes a city of opportunity and short journeys.

By embedding the principles of the 30-minute city into land use planning, transport delivery and community infrastructure investment, Council will support equitable access to services, stronger social cohesion and a more productive city. This commitment also aligns with the State Infrastructure Strategy and the NSW Government's 20-Year Economic Vision for Regional NSW, which call for place-based growth and improved accessibility to lift wellbeing and economic participation across Western Sydney.

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TRANSPORT, ACCESSIBILITY AND CONNECTIVITY

Forecast growth in the Liverpool area is set to put pressure on already congested roads and ageing transport connections. Council and the Government will need to work together to provide active and public transport options, as well as improving road connections to improve traffic flow and reduce commute times. This will help realise the vision for a 30 minute city which aims to bring jobs, city centres, social infrastructure and education closer together.

Liverpool has connections to major motorways, however, the lack of efficient public transport means residents are heavy users of private vehicles with one-third of households in Liverpool owning more than two vehicles. Traffic volume data across four of Liverpool's arterial roads (Copeland Street, Newbridge Road, Hume Highway and M5 Motorway) shows approximately 283,000 vehicles moving through Liverpool daily. These traffic volumes and traffic conditions indicate road sections that provide access to Liverpool City are operating at, or close to, capacity.

The state government has proposed an Outer Sydney Orbital north/south motorway and freight rail line west of the LGA to make projected increased movement servicing the city more efficient. Closer to the Liverpool CBD, the Moorebank Intermodal rail link aims to have a similar effect.

Public transport networks will need to be further reaching. Council is strongly advocating for an extension of the City and South West Sydney Metro between Bankstown and Liverpool. These extensions would allow visitors and residents more options when transiting for work or leisure.

The NSW Government has implemented a rapid bus connection between the Airport, Bradfield and Liverpool's CBD in time for the Airport's opening in 2026, this is underway and will improve connectivity between Liverpool and the airport as well as within the city of Liverpool itself.

Council has already undertaken extensive advocacy in these areas, successfully lobbying for $1 billion in funding for upgrades to Fifteenth Ave in Austral and securing a further $1 billion commitment to commence procurement of land corridors for the creation of a rail connection between the Bradfield Aerotropolis, Leppington and Macarthur.

OPPORTUNITIES AND CHALLENGES
CONTINUED

TECHNOLOGY

With emerging and evolving technologies, it is more important than ever for growing cities like Liverpool to invest in advanced digital infrastructure. Embedding digital capabilities in new developments and upgrading existing ones will be critical to enhancing productivity, supporting innovation, and delivering more efficient, customer-focused services. A strong commitment to improved connectivity and digital services will help futureproof Liverpool's economy and community, particularly as industries evolve and automation transforms job markets, including those linked to the nearby Bradfield Aerotropolis. Equally important will be encouraging the community to embrace technological change through increased access to digital tools and high-quality learning spaces, enabling residents to build digital skills, boost employability, and participate in a rapidly advancing world.

Liverpool faces unique digital equity challenges, reflecting its diverse demographic and socioeconomic profile. The Uncovering the Digital Divide in the Western Parkland City report notes the city's average digital inclusion score of 69.7 is below both the Greater Sydney and national averages, with more than a quarter of households experiencing affordability stress in accessing quality internet. These barriers are particularly pronounced among culturally and linguistically diverse communities, who make up nearly 60% of Liverpool's population. However, Liverpool also shows strong community engagement with digital access points, such as public libraries, and has a younger population that provides a strong foundation for targeted digital inclusion efforts. To bridge the digital divide, Liverpool must continue investing in affordable infrastructure, culturally responsive training, and local partnerships that build digital capability and ensure all residents can thrive in an increasingly digital society.

GLOBAL EXPOSURE AND INVESTMENT

Liverpool is rapidly becoming a globally connected city, strategically positioned at the heart of Western Sydney's transformation. Identified as a Strategic Centre in the NSW Government's A Metropolis of Three Cities plan, Liverpool's economic potential is anchored by its strengths in health, logistics, education and advanced manufacturing and its role as Sydney's only University City.

The Western Sydney International Airport, located within the Liverpool LGA and opening in 2026, will attract global freight, business and tourism. Alongside the Moorebank Intermodal Precinct, Liverpool will serve as a national gateway for trade and logistics. These projects, supported by major road and rail infrastructure such as the Western Sydney Airport Metro Line, will connect Liverpool to international markets and deliver thousands of high-value jobs.

In 2023, Liverpool's Gross Regional Product grew by 14.2%, with local jobs increasing by 18% and unemployment falling significantly. To support future growth and global engagement, Council is driving initiatives such as the Liverpool Innovation Precinct, a MedTech incubator, the SBS Western Sydney Production Hub, and new transport and logistics training centres.

Liverpool is well positioned to attract international investment, support emerging industries, and promote inclusive employment opportunities. With the right infrastructure and partnerships in place, Liverpool will continue to grow as a globally recognised, economically vibrant, and connected city.

Realising this vision will require a collaborative approach. Council, government agencies, universities, industry, investors and the community must work together to ensure infrastructure, skills and planning align to maximise Liverpool's global opportunities. A united effort will ensure the benefits of growth are shared, sustainable and inclusive, securing Liverpool's future as a globally significant city.

SUSTAINABILITY AND CLIMATE

As the climate continues to change, Liverpool and Western Sydney are expected to experience more extremely hot days than other parts of Sydney, with temperatures over 35°C becoming increasingly common. Urban heat, combined with population growth and rising energy use, is placing pressure on local infrastructure and affecting quality of life. In Liverpool, electricity and transport contribute to more than 80% of community greenhouse gas emissions, making it vital to reduce emissions and create cooler, more sustainable neighbourhoods.

Tree canopy plays a key role in cooling our streets, supporting biodiversity, and improving the liveability of our suburbs. Currently, Liverpool has an average canopy cover of around 23%, but most suburbs fall below this figure and when large bushland areas like Holsworthy are excluded, canopy cover drops to just 15%, placing Liverpool among the lowest-ranking councils in Greater Sydney. This has made many areas less walkable and more vulnerable to the impacts of the urban heat island effect. To address this, Council has committed to increasing tree canopy cover to 30% by 2050, with an interim target of 28% by 2035.

Council's Tree Management Framework, adopted in December 2024, sets out the pathway to reach these targets and support the best practice care and expansion of Liverpool's urban forest. Addressing urban heat and expanding Liverpool's tree canopy requires collective action across all levels of the community. As temperatures rise and climate impacts intensify in Western Sydney, increasing green cover is critical to cooling our city, improving liveability, and building resilience. This will be achieved through coordinated efforts across Council teams, developers, community members, and external partners, supported by funding from development contributions, grants, and partnerships. These actions will help cool the city, create greener and healthier neighbourhoods, and build long-term resilience to climate change for current and future generations.

RESILIENCE

Liverpool is facing increasing resilience challenges as our city responds to climate change, rapid population growth, digital disruption, and the ongoing need for social and economic equity. Resilience planning is about more than preparing for emergencies — it encompasses both chronic stresses, like housing and health demand, and acute shocks such as floods, heatwaves, bushfires, and pandemics.

Recent events such as the COVID-19 pandemic, widespread flooding, and a rise in cyber-attacks have highlighted the importance of planning for both the expected and the unpredictable. In Liverpool, chronic stressors include the growing demand for health services, affordable housing, diverse employment, accessible public transport, and equitable digital access. These are intensifying alongside forecast population growth. Acute stressors are also worsening — with heatwaves and floods now more frequent and intense. Many of Liverpool's neighbourhoods lie within the Georges River and South Creek catchments, making them especially vulnerable to flooding. Balancing development with resilience in flood-prone areas is an ongoing challenge, particularly in the context of climate change.

As the Resilient Sydney Strategy (Plan A) notes, Resilience is about how people, institutions and systems work together to survive, adapt and thrive" (p. 4). The strategy also stresses that "urban heat in Western Sydney has significant implications for human health, social cohesion and infrastructure," (p. 20–22). These insights underline the urgent need to create healthy, connected neighbourhoods that offer diverse housing, support mobility, and provide accessible local infrastructure.

Council is embedding this thinking through initiatives such as floodplain planning, and neighbourhood-based service delivery. These efforts are guided by Resilient Sydney's priority to "deliver local, place-based resilience solutions" and "connect communities through shared action" (p. 32–33). Building resilience requires a collective response from Council, developers, schools, local organisations, service providers, and residents. Everyone has a role in reducing risks, building local capacity, and ensuring that Liverpool is prepared for future disruptions while remaining a thriving, inclusive city in the face of change.

OPPORTUNITIES AND CHALLENGES CONTINUED

COMMUNITY DIVERSITY, BELONGING AND SOCIAL CONNECTION

Liverpool is one of Australia's most culturally and linguistically diverse cities, with over 130 languages spoken across the local population. Common second languages include Arabic, Vietnamese, Hindi, Spanish and Serbian, reflecting Liverpool's rich migration history and strong multicultural identity. This diversity not only enriches community life but also provides a globally engaged workforce, well positioned to support international trade, investment, and cultural exchange.

Council's 2024–2025 Community Satisfaction Survey revealed encouraging signs of growing social cohesion. Trust in the community increased, with 58% of respondents reporting confidence in the people they know. Comfort in interacting with others rose from 57% to 65%, while the sense of belonging remained steady at 49%. These indicators highlight the importance of deepening community connection, particularly during periods of significant growth and change.

As highlighted in the Resilient Sydney Strategy, social connection and inclusion are critical to building resilience and wellbeing. The strategy notes that "connected communities are healthier, safer and better able to recover from shocks and adapt to long-term stresses" (Resilient Sydney, p. 15). For Liverpool, the challenge and opportunity lie in balancing the preservation of its historic identity, built on First Nations heritage and successive waves of migration with the evolving character of a modern, diverse community.

There is increased interest from the community for the preservation of heritage and the creation of public art. Public art initiatives based on community narrative can be a powerful tool for social connection and an option for Council to consider when discussing expression of design with developers wishing to connect with and honour the community's identity.

SAFETY

As Liverpool continues to grow and evolve, ensuring that public spaces are safe, welcoming and inclusive for all is a top priority. Council's 2024–25 Community Satisfaction Survey found that only 57% of residents felt safe in their community, with safety perceptions slightly higher among people who live in or visit the city centre (63%). However, 29% of CBD users still reported feeling unsafe, highlighting a critical area for improvement. These concerns were echoed throughout community engagement, where residents consistently called for a stronger, more visible response to safety across the Liverpool Local Government Area.

Crime data from The Bureau of Crime Statistics and Research for 2024–25 supports the community's perceptions. Liverpool ranks 13th highest in NSW for robbery, with rates 1.5 times above the state average, and sits above average for domestic violence-related assault (ranked 44th), motor vehicle theft, and steal from motor vehicle offences. However, Liverpool performs better than many councils in areas such as sexual assault, malicious damage, and non-domestic violence-related assault, with rates below or close to the NSW average. This mixed profile reinforces the need for targeted responses that address both real and perceived safety.

The Liverpool Safer Cities: Findings and Recommendations Report (Arup, 2024) reinforces these findings, highlighting that safety concerns; particularly among women, children, and culturally diverse communities are limiting the use and enjoyment of public spaces. Key issues include poor lighting, lack of passive surveillance, and underused or poorly maintained areas. The report stresses the need to "design for care and connection" and to co-create public spaces in partnership with local communities. Improving safety will not only help people feel more confident and secure, but will also enhance social cohesion, encourage active lifestyles, and support a vibrant evening economy.

HEALTH IN LIVERPOOL

Liverpool is one of the fastest growing and most diverse communities in the Western Parkland City, and its health profile reflects both significant opportunity and complex challenges. According to *The Parks: A Statistical Guide 2023*, 65.9% of Liverpool residents reported no long-term health conditions, indicating a strong foundation for community wellbeing. However, 5.6% of residents live with diabetes, 5.2% experience mental health conditions, and 6.3% report asthma, highlighting the need for targeted health interventions and improved service access.

Liverpool also recorded the highest number of births in the region in 2021 (3,475), reinforcing the city's youthful and rapidly expanding population. This trend underscores the critical importance of integrated health, early childhood, and education services to support lifelong wellbeing.

To address these challenges, collaborative action across all levels of government, local health districts, NGOs, and the community sector is essential. By collaborating together, all partners can implement coordinated, place-based responses that improve health outcomes and reduce inequality.

Key shared priorities include:

- Expanding access to primary and specialist health care, especially for culturally and linguistically diverse communities;
- Enhancing mental health support, with a focus on youth, early intervention, and community wellbeing;
- Promoting active lifestyles by investing in open spaces, walkable neighbourhoods, and accessible recreational infrastructure;
- Addressing the social determinants of health, including housing stability, education, and employment opportunities;
- Improving local data sharing and community engagement to ensure services are evidence-based and tailored to local needs.

By working together, partners can position Liverpool as a leader in building a healthy, inclusive, and resilient city where wellbeing is a core part of every planning and service decision.

THE ROLE OF THE CSP IN ADVOCATING FOR OUR CITY

Council's voice is crucial to ensuring that community needs and priorities are represented in decision-making at higher levels of government. By advocating for its residents, Council can secure resources, influence policy, and drive initiatives that improve the quality of life for our residents and help us to secure our fair and equitable share of resources.

Our role is to work with the community, our key stakeholders and partners to ensure Liverpool receives the infrastructure it needs to support its growing population. This acknowledges that we cannot achieve everything for the community on our own. Establishing a clear vision for Liverpool ensures all levels of government, business and industry understand the needs of our city as we cement our position as the capital of South Western Sydney.

WORKING WITH OUR PARTNERS

As the regional city for South West Sydney, it is imperative that all the relevant partners and stakeholders work towards the same goal and share resources.

This Community Strategic Plan for Liverpool aligns with the plans of key state and regional bodies for a co-ordinated and integrated approach to strategic planning for the region.

STRATEGIC OBJECTIVE

HEALTHY, INCLUSIVE, FAIR



RELEVANT PLANS AND STRATEGIES

- Future Transport Strategy
  - Successful Places: Creating vibrant, people-focused environments around transport hubs
  - Safety and Performance: Enhancing network safety and system reliability
  - Accessible Services: Ensuring services are inclusive and available for all
- Greater Sydney Region Plan - A Metropolis of Three Cities *(Greater Sydney Commission)*
  - Infrastructure and Collaboration: Align infrastructure with growth and promote government cooperation
  - Liveability: Improve quality of life with great places, affordable housing, and open space
  - Productivity: Support jobs close to home across Eastern Harbour, Central River, and Western Parkland Cities
  - Sustainability: Plan for green infrastructure and climate resilience
- Western City District Plan
  - Aligned with Greater Sydney Region Plan, focusing on Western Sydney context
  - Infrastructure and Collaboration: Coordinate infrastructure delivery with land use
  - Liveability: Promote healthy, inclusive and accessible neighbourhoods
  - Productivity : Enable jobs and support innovation hubs

STRATEGIC OBJECTIVE

HEALTHY, INCLUSIVE, FAIR

(CONTINUED)



RELEVANT PLANS AND STRATEGIES

- Western Sydney Aerotropolis Plan (2020) + Western Sydney Aerotropolis Precinct Plan
  - Productivity: Support the 24/7 freight, aerospace, agribusiness and advanced manufacturing hub
  - Sustainability: Integrate circular economy principles and protect waterways and biodiversity
  - Infrastructure for Collaboration: Deliver transport, water, energy, digital and social infrastructure in a coordinated way
  - Liveability: Foster attractive neighbourhoods, green space and cultural vitality
- Bradfield City Centre Master Plan *(2024, Western Parkland City Authority)*
  - Productivity: Anchor advanced industries, education and innovation ecosystems
  - Sustainability: Deliver net-zero buildings, green energy and environmental leadership
  - Connectivity: Link to Sydney Metro – Western Sydney Airport and active transport networks
  - Place-making: Design high-quality public realms, cultural precincts and accessible civic infrastructure
- Aerotropolis Sector Plan
  - Economic Development: Align industries with precinct functions (e.g. agribusiness, defence, advanced manufacturing)
  - Land Use Integration: Facilitate compatible development around airport and key infrastructure
  - Environmental Protection: Guide development to protect environmental values and minimise impacts
  - Transport Access: Support connected freight and public transport networks
- Greener Places – Urban Green Infrastructure Framework (Government Architect NSW)
  - Integration: Embed green infrastructure into urban and transport projects
  - Connectivity: Establish linked networks of parks, green corridors and waterways
  - Multi-functionality: Deliver benefits such as cooling, recreation and biodiversity

WORKING WITH OUR PARTNERS
CONTINUED

STRATEGIC OBJECTIVE	RELEVANT PLANS AND STRATEGIES
HEALTHY, INCLUSIVE, FAIR (CONTINUED) 	• 50-Year Vision for Greater Sydney Parklands (Greater Sydney Parklands Agency) o Growing Parks for People: Increase access to open space as the population grows o Connecting People to Parks: Promote equity and accessibility in parkland design o Protecting and Enhancing Landscapes: Safeguard cultural, ecological and recreational values • Beyond the Pavement 2020 – Transport for NSW Urban Design Policy o Connecting Modes and Communities: Support integrated journeys and active transport o Promoting Place-based Design: Reflect community identity and needs in infrastructure o Connecting to Country: Respect Aboriginal heritage and embed cultural perspectives • Disability Inclusion Action Plan (DIAP) o Roadmap to Inclusion: Support equitable access for people with disability across services, infrastructure and employment o Universal Design: Ensure planning, procurement and communications are inclusive o Stakeholder Engagement: Partner with community, service providers and advocates • Resilient Sydney Strategy 2030–2050 o People-Centred City: Foster inclusion, health and equitable growth o Care for the Environment: Support sustainable living and climate resilience o Connect for Strength: Encourage social cohesion and diverse networks o Be Ready: Strengthen preparedness for emergencies and disruptions o One City: Build trust through collaboration and coordinated governance

STRATEGIC OBJECTIVE

LIVEABLE, SUSTAINABLE, RESILIENT



RELEVANT PLANS AND STRATEGIES

- NSW State Government priorities
  - Better environment
- Future Transport 2056
  - Sustainability
- The Six Cities Region Plan
- Our Plan for NSW
- Sydney Aerotropolis, Land Use and Infrastructure Implementation Plan
  - Compact and connected
  - Sustainable
  - Compatible with a landscape led approach to urban development
- NSW Waste and Sustainable Materials Strategy 2041
  - Reduce total waste generated by 10% per person by 2030
  - Have an 80% average recovery rate from all waste streams by 2030
  - Significantly increase the use of recycled content by governments and industry
  - Phase out problematic and unnecessary plastics by 2025
  - Halve the amount of organic waste sent to landfill by 2030
- Net Zero Plan Stage 1: 2020-2030
  - Invest in the next wave of emissions reduction innovation to ensure economic prosperity from decarbonisation beyond 2030
  - Drive uptake of proven emissions reduction technologies that grow the economy, create new jobs or reduce the cost of living

WORKING WITH OUR PARTNERS
CONTINUED

STRATEGIC OBJECTIVE	RELEVANT PLANS AND STRATEGIES
LIVEABLE, SUSTAINABLE, RESILIENT (CONTINUED)	• Infrastructure NSW Water Strategy o Protecting public health and safety o NSW Water Strategy o Water sources, floodplains and ecosystems protected • NSW 2040 Economic Blueprint o Environment and biodiversity is preserved for future generations • NSW State Emergency Management Plan (EMPLAN) • Resilient Sydney o Live with our climate: local adaption, global performance, a diverse economy • Western Sydney Regional Organisation of Councils' (WSROC) -Turn Down the Heat Strategy and Action Plan

STRATEGIC OBJECTIVE	RELEVANT PLANS AND STRATEGIES
EVOLVING, PROSPEROUS, INNOVATIVE	• Future Transport 2056 o A strong economy o Successful places • Greater Sydney Region Plan - A Metropolis of Three Cities o Productivity • Western City District Plan o Productivity • Western Sydney Aerotropolis, Land Use and Infrastructure Implementation Plan o Productive • State Infrastructure Strategy o Continuously improve the integration of land and infrastructure planning • Housing 2041: NSW Housing Strategy o Supply—housing supply delivered in the right location at the right time o Diversity—housing is diverse, meeting varied and changing needs of people across their life o Affordability—housing that is affordable and secure o Resilience—housing that is enduring and resilient to natural and social change • NSW 2040 Economic Blueprint o A diversified economy o Productive and growing regions o Innovative businesses and industries

WORKING WITH OUR PARTNERS
CONTINUED

STRATEGIC OBJECTIVE	RELEVANT PLANS AND STRATEGIES
EVOLVING, PROSPEROUS, INNOVATIVE (CONTINUED)	• Smart Places Strategy o Skills Jobs and Development • Resilient Sydney o Live with our climate: local adaption, global performance, a diverse economy

DRAFT

STRATEGIC OBJECTIVE	STATE AND REGIONAL PLANS AND STRATEGIES
VISIONARY, LEADING, RESPONSIBLE 	• Beyond Digital o Put the customer at the centre o Engage and use data insights o Deliver safe and resilient services o Build a stronger digital economy • Smart Places Strategy o Collaboration and Connection o Safety and Security o Equity o Accessibility o Inclusion o Health and Wellbeing • State Infrastructure Strategy o Improve state-wide connectivity and realise the benefits of technology • Resilient Sydney o Get ready: understanding risks, understanding interdependencies, and a prepared community o One city: collective leadership, collaboration, and sharing knowledge

TRANSFORMATIVE PROJECTS



WESTERN SYDNEY INTERNATIONAL AIRPORT

The Western Sydney International (Nancy-Bird Walton) Airport is the most transformative project for the region. The airport, which will carry passengers and freight from 2026, aims to serve 10 million passengers in its first year.

The Airport will drive growth in new industries and broader economic development activity in the region. The airport will have a significant impact on Liverpool, given that it will be the closest city centre to the airport and that it is home to almost a third of south west Sydney's businesses.

It will be a full service airport offering global connectivity for Liverpool and provide an economic boost to the region with a high-skill jobs hub across the aerospace and defence, manufacturing, healthcare, freight and logistics, agribusiness, education and research industries. This will provide many opportunities for the people of Western Sydney and anchor Liverpool's role as a global city.



MOORE POINT

With the Georges River at its heart, Moore Point is a new riverside precinct located minutes from the Liverpool City Centre.

Over the next 40 years, the area, which is currently industrial and unused riverside land, will be transformed creating a river city which offers a diversity of jobs, accommodation, cultural experiences, open space and active transport options.

Once underway, the project will deliver up to 11,000 homes and 23,000 jobs in a strategic location – close to Liverpool railway station and bus interchange, Liverpool hospital, civic and community facilities, universities, and schools.

Moore Point also proposes to open up 10.8 hectares of open space and riverfront walking and cycling paths for the benefit of the wider community, and to link it to the Liverpool CBD with pedestrian bridges over the Georges River.

Planning for Moore Point is currently underway.



BRADFIELD CITY CENTRE

Bradfield City Centre will offer more than 30% public open space, major event and cultural areas, and a wide range of retail and dining options.

Located next to the Western Sydney International Airport in the Liverpool LGA, the city will also be a hub for tourism and entertainment.

The region will be embedded with world-class technology, innovative buildings, and vibrant landscapes to create a city that thrives on design excellence.

It includes a commitment to sustainability and designing with Country to support bold goals for net zero emissions, climate resilience, energy and water efficiency, and the use of sustainable materials. Green spaces will feature across the city, including on the ground, walls, and rooftops and a 2-hectare Central Park.

Council and the Bradfield Development Authority entered a Strategic Governance Framework and Memorandum of Understanding (May 2025) to guide the collaborative development of Bradfield City Centre within the Aerotropolis.

This partnership supports shared priorities such as improved transport connectivity, private investment attraction, infrastructure delivery, and long-term placemaking.

Key priorities include:

- Public domain guidelines, infrastructure handover, and enabling the first mixed-use developments.
- Connecting Bradfield to Liverpool and South West Sydney, and driving economic growth.
- Stormwater management, and placemaking to activate new parks, streets, and community assets.

This strategic collaboration will ensure Bradfield evolves into a vibrant, mixed-use precinct that enhances Liverpool's role in the Western Parkland City and maximises the benefits of the new Western Sydney International Airport.

TRANSFORMATIVE PROJECTS
CONTINUED

REGENERATION OF THE CITY AND ACTIVATION OF RIVERFRONT





BRICKMAKERS CREEK, WOODWARD PARK

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

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

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

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

CHIPPING NORTON LAKES ACTIVATION

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

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

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



STREETSCAPE IMPROVEMENTS

- **Macquarie Street, Liverpool City Centre**
  This project aims to provide a vibrant active public space along Macquarie Street with the key focus between Moore Street and Castlereagh Street to improve pedestrian experience and stimulate local business.
- **Railway Street, Liverpool City Centre**
  The upgrade of Railway Street, between Bigge Street and George Street, will strengthen key pedestrian links between Liverpool Station and the Liverpool City Centre. The upgrade will enhance pedestrian priority along Railway Street providing increased public domain area and landscaping, as well as opportunities for outdoor dining and other activities to support local businesses and Liverpool Public School.
- **Scott Street, Liverpool City Centre**
  The upgrade of Scott Street/Memorial Avenue, between Hume Highway and Bigge Street seeks to strengthen the quality of the public domain at the southern end of the Liverpool CBD, enhancing the streetscape to support the major existing commercial buildings and recent key developments such as Liverpool Civic Place, and prepare the precinct for imminent and future development.

TRANSFORMATIVE PROJECTS
CONTINUED

REJUVENATION OF SOCIAL INFRASTRUCTURE TO IMPROVE AMENITY AND LIVEABILITY IN LIVERPOOL



LIGHTHORSE PARK

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

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



CARNES HILL AQUATIC AND RECREATION CENTRE, CARNES HILL

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

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

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



MILLER TOWN CENTRE

The rejuvenation of the Miller Town Centre is aimed at creating a safe and sociable environment that will serve a variety of community needs by providing diversified retail, community services, public open space and a combination of housing options. The Miller Social Infrastructure Masterplan establishes a vision and recommendations to create a safe and sociable environment that will service a variety of community needs by providing diversified retail, community services, and improved public open space.

These assets will progressively be redeveloped to meet the needs and aspirations of present and future community. Additionally, improved connections between places, spaces, and facilities, applying a 'people first' approach and effectively integrating open space and facilities in Miller will improve safety, visual amenity, permeability, and accessibility.

ENGAGING WITH THE LIVERPOOL COMMUNITY

The Community Strategic Plan was created through extensive community consultation and engagement, seeking the views, aspirations and priorities of the community.

The emphasis on collaboration and inclusive decision-making ensures that community needs are central to development of the plan.

Council engaged participants from all localities, walks of life, and cultures, specifically engaging with different community groups to ensure all perspectives were represented.

These perspectives have been included in the strategic objectives, which will feed into the Delivery Program and Operational Plan.



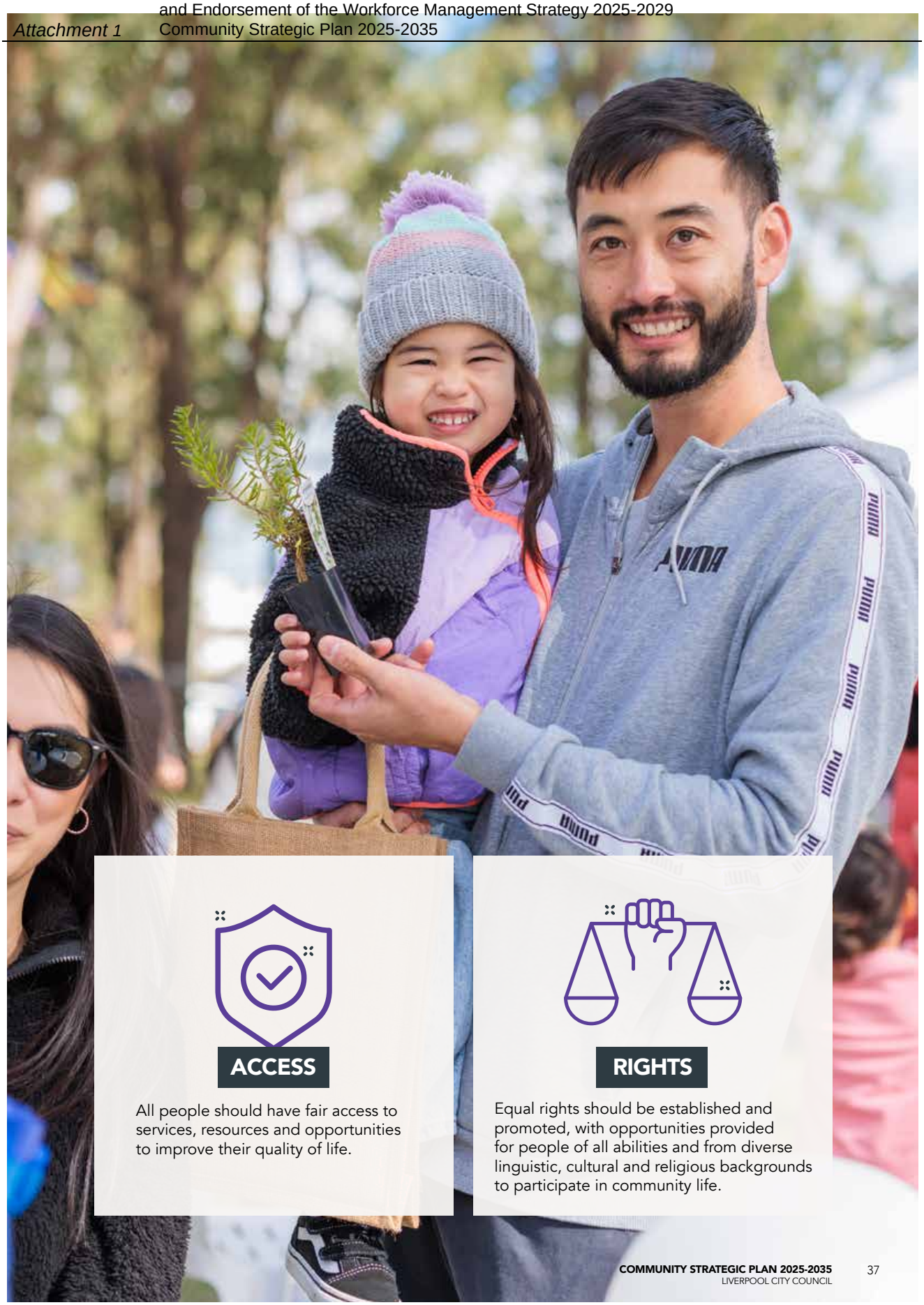
EQUITY

Everyone should have a fair opportunity to participate in planning for the future of the community. There should be fairness in decision making, prioritising and allocation of resources.



PARTICIPATION

Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.



ACCESS

All people should have fair access to services, resources and opportunities to improve their quality of life.

RIGHTS

Equal rights should be established and promoted, with opportunities provided for people of all abilities and from diverse linguistic, cultural and religious backgrounds to participate in community life.

ENGAGEMENT ACTIVITIES

















What makes Liverpool a great place to live, work and study?

LIVERPOOL RESIDENTS SAID...

"A lot of nature like tress, flowers and parks, Hinchinbrook is a very safe place, especially for people with families"

ALEXIA • HINCHINBROOK

"I really like the parks, and the activities set out. I also like the walkways which make walking convenient"

VIVIEN • MILLER

"I love the parks and the stores. I like going to Westfield with my family"

SELENA • ASHCROFT

"Small community atmosphere; very quiet roads; no through traffic in my suburb Voyager Point"

WORKSHOP PARTICIPANT • VOYAGER POINT

"Liverpool offers a wide range of resources for students, like the library. I also think Liverpool has evoled in terms of food places, which wlecomes many cultures and traditions"

VIVIEN • STUDENT LEADERSHIP FORUM ATTENDEE

"I love the festivals and activities the Liverpool Council hosts that tries to include everybody"

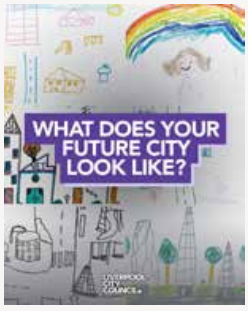
AYAT • STUDENT LEADERSHIP FORUM ATTENDEE

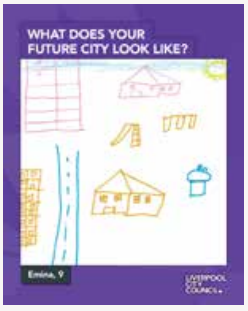
"I love everything about Liverpool. In the future, I would like more sport facilities"

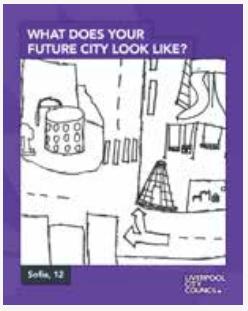
RISHAB • STUDENT LEADERSHIP FORUM ATTENDEE

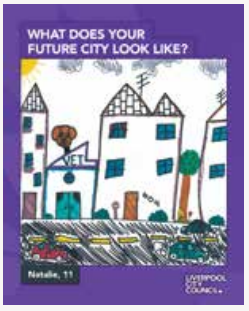
- **"Multicultural city**
- **Able to practise religions and cultural events**
- **Facilities (library, health centre)**
- **Services available for marginalised groups (homless) like community groups**
- **Train station is a big one that has multiple services/routes"**

WORKSHOP PARTICIPANT • LIVERPOOL/WARWICK FARM



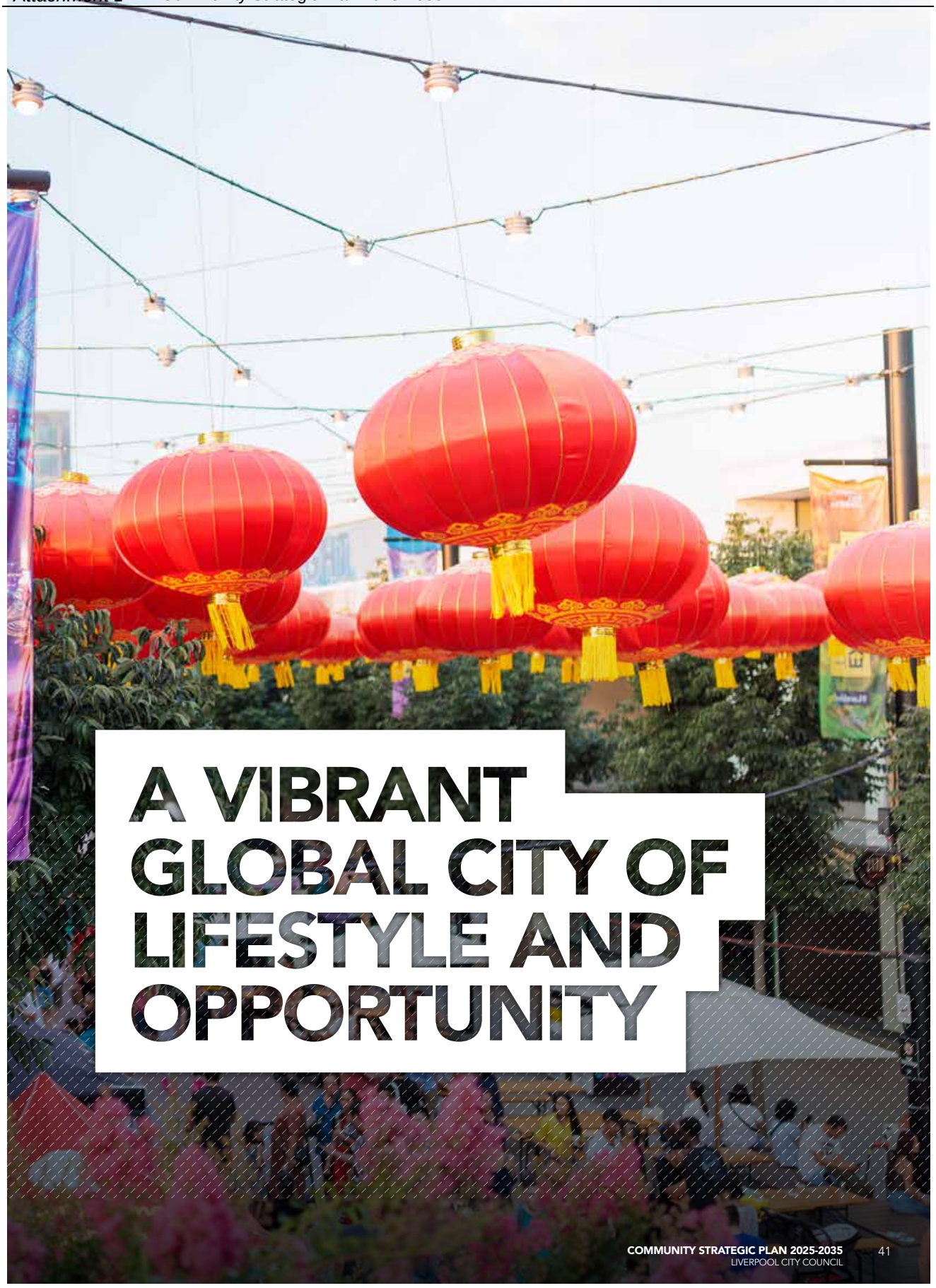






COMMUNITY VISION FOR LIVERPOOL

The community's vision for the Community Strategic Plan is one of the most important outcomes from the engagement process. This feedback has contributed to the development of a clear and inspiring statement describing the collective vision for our future City.


A VIBRANT GLOBAL CITY OF LIFESTYLE AND OPPORTUNITY

STRATEGIC OBJECTIVES

DRAFT

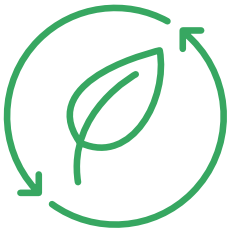


SOCIAL

HEALTHY

INCLUSIVE

FAIR



ENVIRONMENTAL

LIVEABLE

SUSTAINABLE

RESILIENT

The consultation process identified the community's priorities for the next 10 years and captured them in four strategic objectives. These have been based on the quadruple bottom line of social, economic, environmental, and civic leadership matters.

The four strategic objectives align with contemporary strategic planning, such as the Danish Smart Cities model, which focuses on sustainable urban development, digital innovation and community engagement to provide liveability, sustainability and growth through a holistic, human-centric governance framework.

DRAFT

ECONOMIC

EVOLVING

PROSPEROUS

INNOVATIVE



CIVIC LEADERSHIP

VISIONARY

LEADING

RESPONSIBLE

10-YEAR STRATEGIES

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

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



SOCIAL

1

- 1a - Deliver vibrant parks, community hubs, services and facilities that improve liveability and quality of life for everyone in the community.
- Foster a cohesive and inclusive community that embraces cultural diversity and supports freedom for all residents to comfortably express and practice their faith.
- Adopt a place-based, integrated neighbourhood approach to service delivery that ensures equitable access to services and outcomes for all communities.
- Embrace the city's heritage and history.
- Deliver great and exciting events and programs for our people and visitors.
- Support active and healthy lifestyles by improving footpaths, cycleways and walkways and other infrastructure that promotes and supports active transport.
- Advocate and work in partnership for improved, accessible health services and infrastructure and screening and promotion programs which meet the needs of Liverpool's growing and diverse population.

ENVIRONMENTAL

2

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

ECONOMIC

3

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

CIVIC LEADERSHIP

4

- Place customer satisfaction, innovation and best practice at the centre of all operations.
- Communicate, listen, engage and respond to the community by encouraging participation.
- Position Council as an industry leader that plans and delivers services for a growing city.
- Ensure Council is accountable and financially sustainable through the strategic management of assets and resources.
- Demonstrate a high standard of transparency and accountability through a comprehensive governance framework.
- Collaborate with key stakeholders to advocate for investment and and infrastructure that support Liverpool's transformation into the capital of South West Sydney.
- Embrace Smart City initiatives by improving digital connectivity and smart technology.

DRAFT

YOUR MAYOR AND COUNCILLORS

Liverpool City Council's elected body comprises the Mayor and 10 Councillors, elected by residents to represent Liverpool's two wards (North and South).

As members of the elected body, Councillors have endorsed the Community Strategic Plan on behalf of the community and will continue to work directly with the community to refine priorities and ensure that strategic directions are delivered in the coming term.



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

COUNCIL'S ROLE AND RESPONSIBILTY

Council is the custodian of the Community Strategic Plan and is responsible for playing several roles in achieving the community's vision through its day-to-day operations and liaison with stakeholders, government agencies, businesses and community groups.

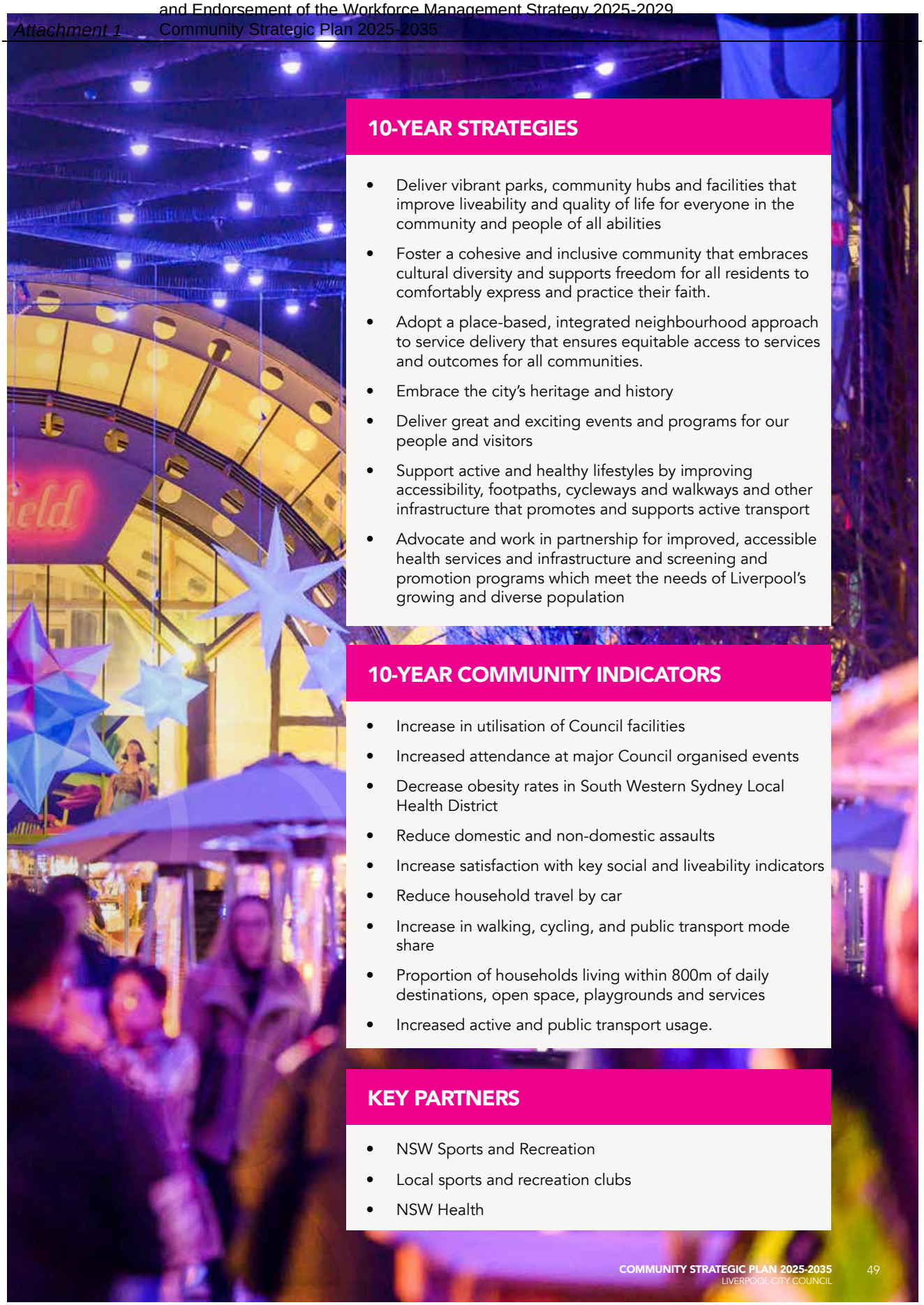
COUNCIL'S ROLE	COUNCIL'S RESPONSIBILITY
Provider	Deliver a range of essential services to the community
Funder	Provide minor financial assistance through grants and community donation and sponsorship programs to support local community initiatives
Regulator	Enforce legislative requirements to some services
Planner	Research and engage with the community to plan for the future
Advocator	Prepare submissions and advocate in the interests of the community to other government agencies and decision makers
Partner	Form partnerships with other parties in the interests of the community promoting positive change
Facilitator	Promote collaborative initiatives with stakeholders and interested groups to deliver the best outcomes for the community



STRATEGIC OBJECTIVE 1

1 HEALTHY, INCLUSIVE, FAIR

Our community wants a healthy, inclusive and engaging city that is integral to their way of life in Liverpool. This strategic objective focuses on social connections which foster a sense of belonging and the ability to create harmonious communities.



10-YEAR STRATEGIES

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

10-YEAR COMMUNITY INDICATORS

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

KEY PARTNERS

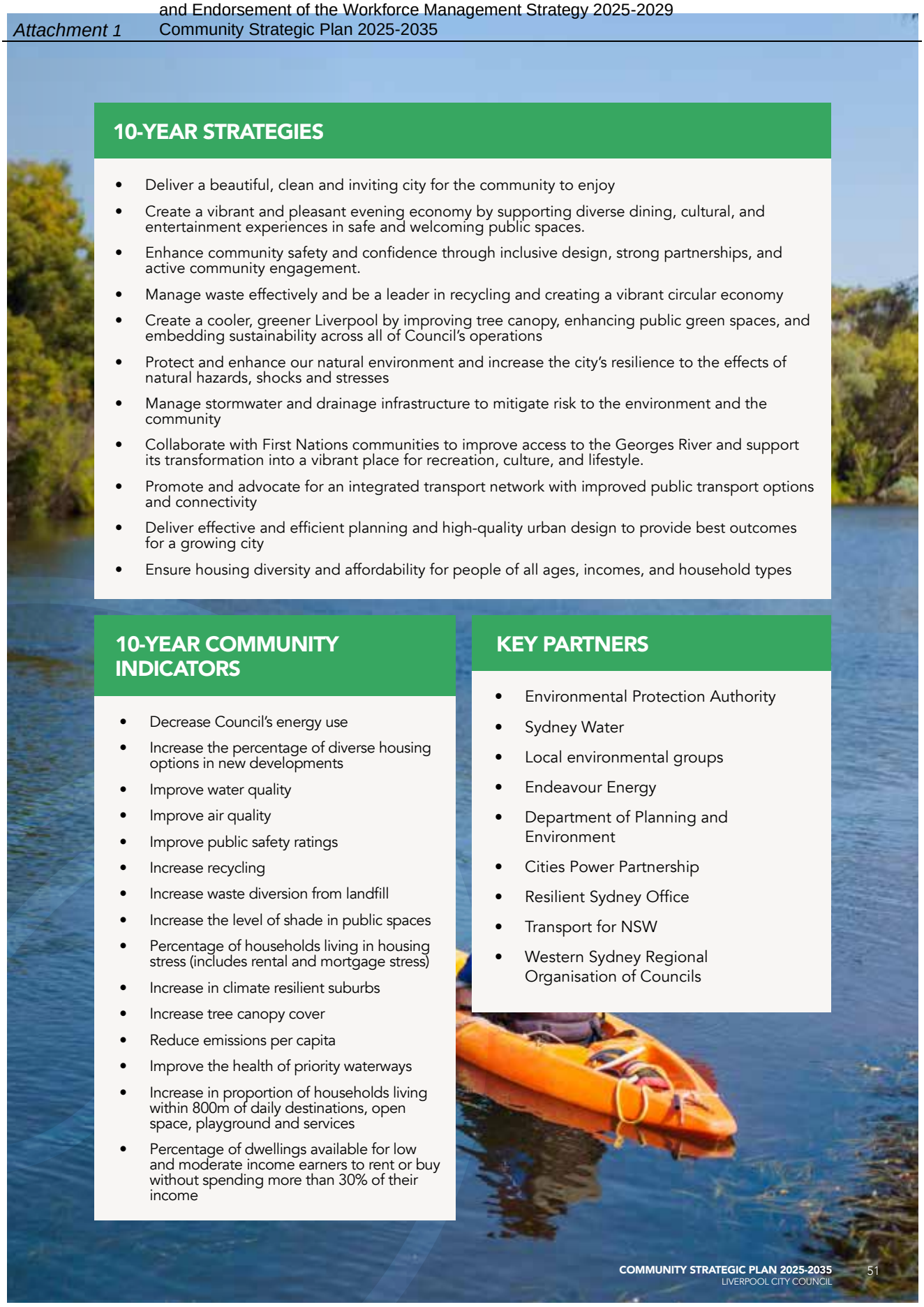
- NSW Sports and Recreation
- Local sports and recreation clubs
- NSW Health



STRATEGIC OBJECTIVE 2

2 LIVEABLE, SUSTAINABLE, RESILIENT

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



10-YEAR STRATEGIES

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

10-YEAR COMMUNITY INDICATORS

- Decrease Council's energy use
- Increase the percentage of diverse housing options in new developments
- Improve water quality
- Improve air quality
- Improve public safety ratings
- Increase recycling
- Increase waste diversion from landfill
- Increase the level of shade in public spaces
- Percentage of households living in housing stress (includes rental and mortgage stress)
- Increase in climate resilient suburbs
- Increase tree canopy cover
- Reduce emissions per capita
- Improve the health of priority waterways
- Increase in proportion of households living within 800m of daily destinations, open space, playground and services
- Percentage of dwellings available for low and moderate income earners to rent or buy without spending more than 30% of their income

KEY PARTNERS

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



STRATEGIC OBJECTIVE 3

3 EVOLVING, PROSPEROUS, INNOVATIVE

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



10-YEAR STRATEGIES

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

10-YEAR COMMUNITY INDICATORS

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

KEY PARTNERS

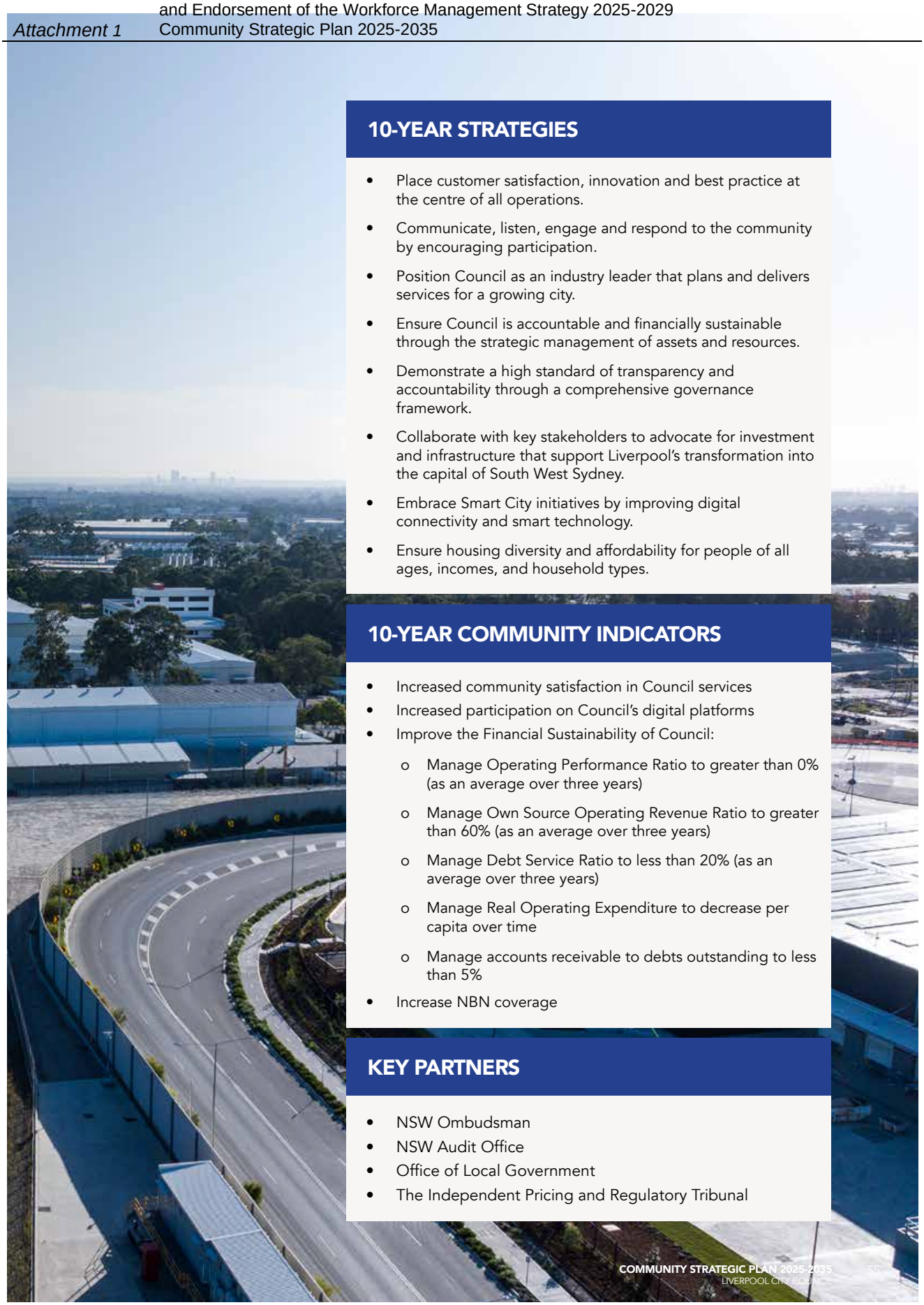
- The Parks, Sydney's Parkland Councils
- Department of Planning and Environment
- Liverpool Innovation Precinct
- Department of Education
- NSW Health
- Western Sydney Business Chamber
- NSW Police
- Transport for NSW



STRATEGIC OBJECTIVE 4

4 VISIONARY, LEADING, RESPONSIBLE

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



10-YEAR STRATEGIES

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

10-YEAR COMMUNITY INDICATORS

- Increased community satisfaction in Council services
- Increased participation on Council's digital platforms
- Improve the Financial Sustainability of Council:
  - Manage Operating Performance Ratio to greater than 0% (as an average over three years)
  - Manage Own Source Operating Revenue Ratio to greater than 60% (as an average over three years)
  - Manage Debt Service Ratio to less than 20% (as an average over three years)
  - Manage Real Operating Expenditure to decrease per capita over time
  - Manage accounts receivable to debts outstanding to less than 5%
- Increase NBN coverage

KEY PARTNERS

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

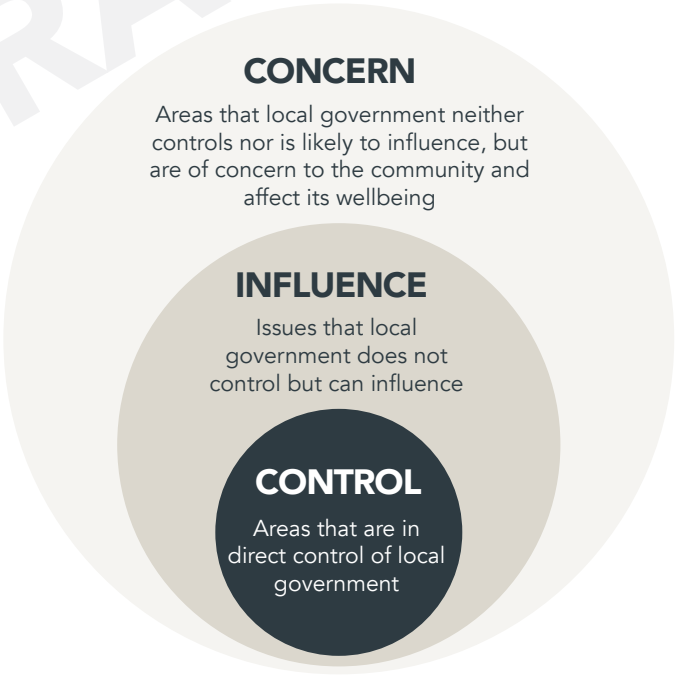
MEASURING PROGRESS AND CITY TRENDS

Council has a custodial role in the development and ongoing review of the Community Strategic Plan and will produce a State of our City Report at the end of its term which outlines how it contributed towards achieving the community's vision.

Council will monitor the overall progress of each performance indicator and action relating to each strategic objective and publish these results to inform evidence-based decision making and planning.

It is important to note that Council is not wholly responsible for the implementation of all activities to meet the objectives within the Plan. Other stakeholders such as the State and Federal Governments and their agencies, and community organisations play an integral role in realising the vision of the city.

DRAFT



MEASURES

Strategic Objectives	CSP KPIs	Scope	Target/ Trend
SOCIAL			
A HEALTHY, INCLUSIVE AND FAIR CITY	Increase in utilisation of Council facilities	Control	Increase
	Attendance at major Council organised events	Control	Increase
	Obesity rates of the South Western Sydney Health District	Concern	Decrease
	Community safety – domestic and non-domestic assaults	Concern	Decrease
	Satisfaction with Social Factors: • I have strong relationships with the people who live in the same community • Our community has a shared vision for the Liverpool City • I feel like a member of Liverpool City community • I feel connected with Liverpool City community	Influence	Maintain/ Increase
	Satisfaction with Liveability: • I have good access to local services and facilities • Public transport is easily accessible • I feel safe in my community • My community is clean and green • I am satisfied with how development is happening within my suburb • I have opportunities to participate in arts and cultural activities • Local shopping strips are vibrant • There are festivals and events to attend in my area • Housing in the area is affordable	Influence	Maintain/ Increase
	Household travel by car	Influence	Decrease
	Increase in walking, cycling, and public transport mode share	Influence	Increase

MEASURES

Strategic Objectives	CSP KPIs	Scope	Target/ Trend
ENVIRONMENTAL			
A LIVEABLE, SUSTAINABLE AND RESILIENT CITY	Use of energy by the Council	Control	Decrease
	Percentage of diverse housing options in new developments	Influence	Increase
	Water quality	Concern	Improve
	Air quality	Concern	Improve
	Public safety ratings	Influence	Improve
	Recycling	Control	Increase/ Decrease
	Waste diversion from landfill	Influence	Increase
	Percentage of households living in housing stress (includes rental and mortgage stress)	Concern	Decrease
	Tree canopy cover	Influence	Increase
	Emissions per capita	Concern	Decrease
	The health of priority waterways	Concern	Increase
	Satisfaction with Environment: • I can find shade when I need it	Control	Increase
	Increase in proportion of households living within 800m of daily destinations, open space, playground and services	Influence	Increase
	Percentage of dwellings available for low and moderate income earners to rent or buy without spending more than 30% of their income	Concern	Increase
	Increase in climate resilient suburbs	Influence	Increase

MEASURES

Strategic Objectives	CSP KPIs	Scope	Target/ Trend
ECONOMIC			
AN EVOLVING, PROSPEROUS AND INNOVATIVE CITY	Employment rate	Concern	Increase
	Number of local businesses	Concern	Increase
	Gross Regional Product Growth	Concern	Increase
	Value of non-residential building approvals	Influence	Increase
	Vehicle crashes and casualties	Concern	Decrease
	Pedestrian and cycling crashes and casualties	Concern	Decrease
CIVIC LEADERSHIP			
A VISIONARY, LEADING AND RESPONSIBLE CITY	Community satisfaction in Council services	Control	Influence
	Increased participation on Council's digital platforms	Influence	Increase
	Financial Sustainability of Council: • Manage Operating Performance Ratio to greater than 0% (as an average over three years) • Manage Own Source Operating Revenue Ratio to greater than 60% (as an average over three years) • Manage Debt Service Ratio to less than 20% (as an average over three years) • Manage Real Operating Expenditure to decrease per capita over time • Manage accounts receivable to debts outstanding less than 5%	Control	Increase
	NBN coverage	Concern	Increase

ABBREVIATIONS USED IN THIS DOCUMENT

CALD	Culturally and Linguistically Diverse
CBD	Central Business District
CSP	Community Strategic Plan
DIAP	Disability Inclusion Action Plan
EMPLAN	Emergency Management Plan
IP&R	Integrated Planning and Reporting
LFTP	Long-Term Financial Plan
LGA	Local Government Area
NSW	New South Wales

DRAFT

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

ARABIC

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

CHINESE

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

CROATIAN

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

GERMAN

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

GREEK

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

HINDI

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

ITALIAN

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

KHMER

បើលោកអ្នកមិនយល់ពីអត្ថន័យឬការប្រតិបត្តិនេះទេ សូមទូរស័ព្ទទៅសេវាបកប្រែភាសាតាមទូរស័ព្ទ (លេខ 131 450) ហើយស្នើសុំឲ្យគេទាក់ទងសាលាក្រុង (លេខ 1300 362 170)។ ពេលម៉ោងធ្វើការគឺម៉ោង 8 កន្លះព្រឹកដល់ម៉ោង 5 ល្ងាច ពីថ្ងៃច័ន្ទដល់ថ្ងៃសុក្រ

MACEDONIAN

Ако не го разбирате ова писмо/апликација, ве молиме да се јавите во Телефонската преведувачка служба на 131 450 и замолете ги да стапат во контакт со Општината на 1300 362 170. Работното време е од 8.30 часот наутро до 5.00 часот попладне од понеделник до петок.

MALTESE

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

POLISH

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

SERBIAN

Ако не разумете ово писмо/апликацију, молимо вас да назовете Телефонску преводилачку службу (131 450) и замолите их да контактирају Општину (1300 362 170). Радно време је од 8.30 ујутро до 5.00 поподне, од понедељка до петка.

SPANISH

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

TURKISH

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

VIETNAMESE

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

LIVERPOOL CITY COUNCIL

For further information

Visit Us
Liverpool CBD Customer Service Hub
Yellamundie, Lower Ground Floor
52 Scott Street, Liverpool, NSW 2170
Open Monday - Friday, 8.30am - 4.30pm

Carnes Hill Customer Service Hub
600 Kurrajong Road, Carnes Hill, NSW 2171
Opening Hours: Monday - Friday, 9.30am - 4.30pm

Moorebank Customer Service Hub
Cnr Nuwarra Road & Maddecks Avenue,
Moorebank, NSW 2170
Opening Hours: Monday - Friday, 9.30am - 4.30pm

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

Email
lcc@liverpool.nsw.gov.au

Post
Locked Bag 7064, Liverpool BC, NSW 1871

Website
www.liverpool.nsw.gov.au

Subscribe
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LIVERPOOL CITY COUNCIL

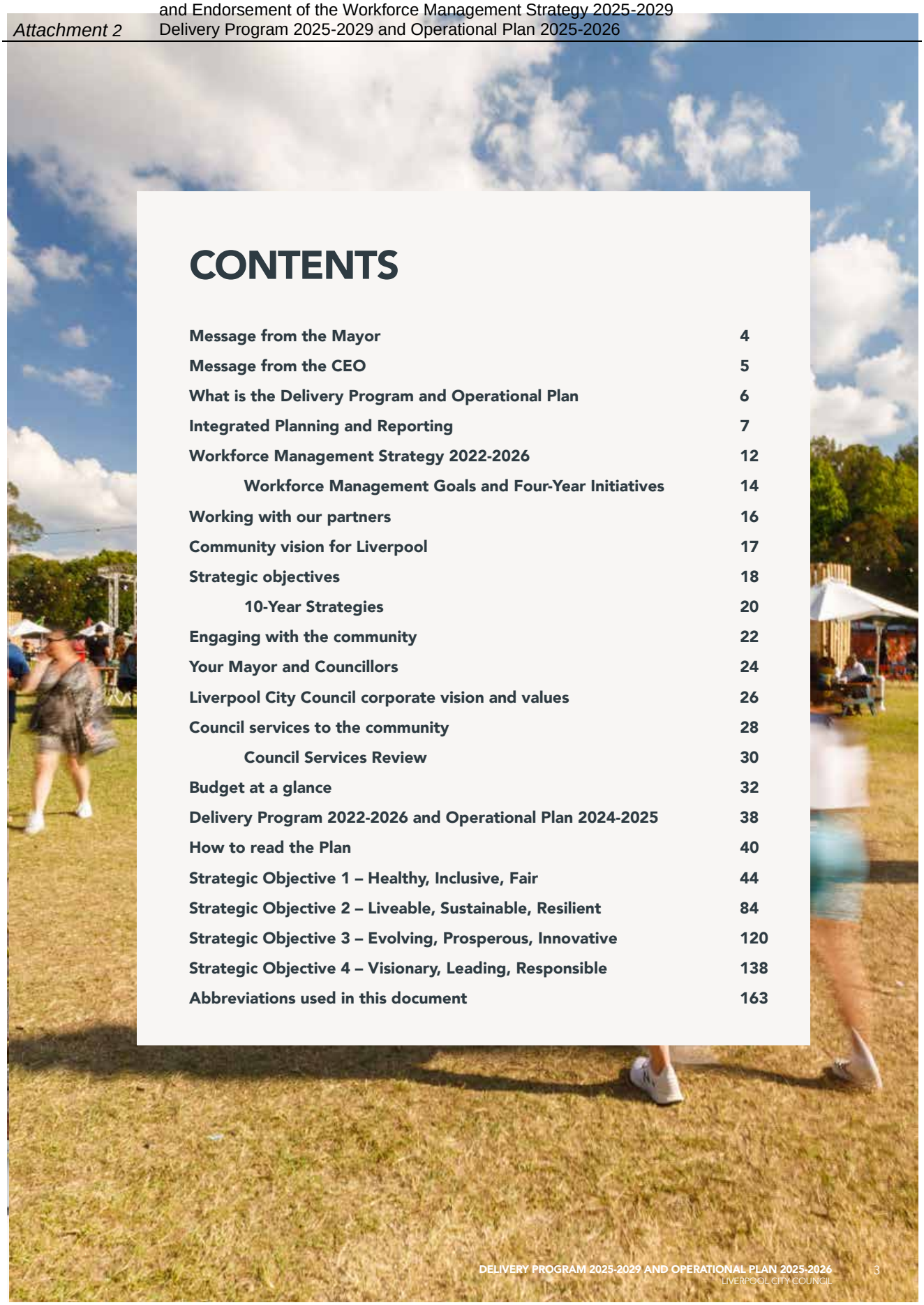


DELIVERY PROGRAM 2025-2029 AND OPERATIONAL PLAN 2025-2026

ACKNOWLEDGEMENT OF COUNTRY

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





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MESSAGE FROM THE MAYOR



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

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

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

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

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

NED MANNOUN
Liverpool Mayor

MESSAGE FROM THE CEO



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

Council enters this financial year with a clear mandate – to deliver real outcomes that improve the day-to-day experience of our residents and prepare Liverpool for future growth. Backed by a $284 million operating budget and a $247 million capital works program, our priorities are focused, achievable, and strategic.

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

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

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

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

JASON BRETON
Chief Executive Officer

WHAT IS THE DELIVERY PROGRAM AND OPERATIONAL PLAN?

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



INTEGRATED PLANNING AND REPORTING

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

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





DELIVERY PROGRAM

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

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

Council has a custodial role in initiating, preparing and maintaining the Delivery Program on behalf of the community and will monitor the progress and delivery of actions as legislated under the *Local Government Act 1993* through Biannual Progress Reports.

OPERATIONAL PLAN

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

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

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

Council has a custodial role in initiating, preparing and maintaining the Operational Plan on behalf of the community and will monitor its progress and report on the delivery of the detailed actions in the Annual Report as legislated under the *Local Government Act 1993*.

Progress of the Operational Plan is monitored through the Quarterly Budget Review Statement and Annual Report.

RESOURCING STRATEGY

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

LONG-TERM FINANCIAL PLAN

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

WORKFORCE MANAGEMENT STRATEGY

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

ASSET MANAGEMENT STRATEGY AND PLANS

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

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

COMMUNITY ENGAGEMENT STRATEGY 2024

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

LIVERPOOL CITY COUNCIL LOCAL STRATEGIC PLANNING STATEMENT - CONNECTED LIVERPOOL 2040

Connected Liverpool 2040 is Council's Local Strategic Planning Statement (LSPS), the long-term plan to shape Liverpool's future which will help guide the development of suburbs and balance the need for housing, jobs and services as well as parks, open spaces and the natural environment.

LIVERPOOL CITY COUNCIL DISABILITY INCLUSION ACTION PLAN 2024-2028

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

Draft LIVERPOOL CITY COUNCIL RECONCILIATION ACTION PLAN 2025-2026

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

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

RECREATION, OPEN SPACE AND SPORTS STRATEGY 2018-2028

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

LIVERPOOL CITY COUNCIL COMMUNITY FACILITIES STRATEGY 2017-2022

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

LIVERPOOL CITY COUNCIL ECONOMIC DEVELOPMENT STRATEGY 2024-2034

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

LIVERPOOL CITY CENTRE PUBLIC DOMAIN MASTER PLAN 2020-2030

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

LIVERPOOL CITY COUNCIL HERITAGE STRATEGY 2019-2023

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

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

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

REPORTING

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



WORKFORCE MANAGEMENT STRATEGY 2025-2029

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

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

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

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

Vision

Embracing A Better Future Together

Plan

We believe in the future of Liverpool.

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

1

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

2

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

WORKFORCE MANAGEMENT GOALS AND FOUR-YEAR INITIATIVES

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

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

Action Taken – What we will do to get there	**Measures –** How we will know we have arrived	25/26	26/27	27/28	28/29
1.1 The community has a greater experience of the services delivered by our people and our people are in roles where they are clear about what they are delivering, and why it matters.					
Customer Experience* 1.1.1 (a) Map the transactional customer value-chain and prepare service guides for every service and function with the outcomes expected to be delivered to the customer.	• 50% of process / transactional customer-value chain maps and functional service guides completed annually within each Department • 25% of workforce complete the customer experience learning program annually	✓	✓		
(b) Implement a learning program that builds employee capability to consistently place customers at the centre of service delivery.	• 10% improvement in customer experience score within 12 months of implementing action relevant to each Department	✓	✓	✓	✓
Organisation Workforce Design and Job Design 1.1.2 (a) Workforce Model: Implement an organisational workforce model and renewed approach to job design.	• 50% of role descriptions re-written with new model and job design principles annually	✓	✓	✓	✓
(b) Project Teams: Establish collaborative and cross-functional projects and governance to embed agility into our ways of working.	• 100% of positions benchmarked and realigned to remuneration and benefits framework within 2 years	✓	✓	✓	✓
(c) Remuneration and Benefits: Implement the remuneration and benefits program to realign salaries to industry benchmarks, individual skills and performance and scope of role.*	• 4 cross-directorate project teams established and delivering an agreed executive business outcome within 2 years	✓			
1.2 Corporate strategies and plans are effectively executed through strong leadership and focused teams that enable people to succeed.					
Performance Management and Development* 1.2.1 Establish performance indicators for every role and embed within Career Conversation Plans and practice.	100% of role descriptions and career conversations plans include identification of performance measures and establishment of performance targets/KPIs aligned to the integrated planning and reporting framework within 2 years	✓			
Leadership and Management Capability* 1.2.2 (a) Implement the Liverpool Leadership Academy for all leadership levels and the 'Managers Hub' online portal.	• ≥ 80% of leaders participate in professional development through the Liverpool Leadership Academy annually	✓	✓	✓	✓
(b) Improve teamwork by introducing high performing team programs for each department.	• 100% of departments complete the high-performing teams program over the next 4 years	✓	✓	✓	✓
1.3 Leaders have access to accurate and quality workforce data that provides insights into workforce performance and trends to enable better informed, data-driven decisions.					
Technology and Digital Platforms* 1.3.1 Examine, analyse the need and implement suitable technology, AI and/or digital platforms to enable the effective delivery of People and Culture services (for example - ERP, HCM, ATS, VMS).	• 100% of People and Culture services examined and suitable technology identified with at least 2 new systems implemented in recruitment and volunteering • ≥ 50% of People and Culture transactional service processes digitally enabled	✓	✓	✓	✓
Workforce Dashboards and Performance* 1.3.2 (a) Implement and maintain workforce analytic dashboards for the organisation, Executive and organisations with comparative industry benchmarks.	• 100% of Executives are accessing workforce dashboards to proactively inform decision-making • Quarterly reports are delivered/presented to Executive of workforce dashboard insights and trends	✓			
(b) Embed into senior management business practice a quarterly people review of workforce data to inform decision-making.	• 100% of Senior Managers participate in quarterly workforce data reviews delivered by HRBPs		✓	✓	✓

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

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

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

Action Taken – What we will do to get there	**Measures –** How we will know we have arrived	25/26	26/27	27/28	28/29
2.1 Leaders and employees are engaged, working together and demonstrating our workplace behaviours every day in delivering organisational change improvement programs.					
Culture Enrichment Program* 2.1.1 Implement the initiatives in the culture enrichment program through dedicated employee working groups delivering outputs experienced by the whole workforce.	• 100% of Culture Enrichment Program initiatives delivered by employee working groups • ≥ 60% of workforce participate in an annual engagement survey with team-lead action plans implemented, owned and delivered	✓	✓	✓	✓
Safety-First and Wellness Program 2.1.2 Establish and implement a safety-first and wellness program for different workforce cohorts and toolbox talks that fosters a proactive approach to safety and wellness at work.	• ≥ 80% of workforce cohorts participate in a safety-first or wellness initiative as part of the program annually • 3 wellness initiatives implemented annually as BAU	✓	✓	✓	✓
Change Management and Internal Communications 2.1.3 Develop and implement an organisational change management and internal communications framework.	• Framework is launched and training implemented for all Directors and Managers • > 80% of major organisational changes are undertaken in accordance with the framework	✓	✓		
2.2 A workforce that is resilient, adaptable and better equipped to navigate emerging challenges and achieves immediate and longer-term goals.					
Capability Framework 2.2.1 (a) Implement a future-ready capability framework informing job design, hiring, performance management, skill development, career pathways and succession planning. (b) Undertake a training and opportunity needs analysis (TONA) to map skill requirements and unlock hidden talents.	• Capability framework implemented across 25% of employee lifecycle functions annually • 25% of organisational TONA mapped bi-annually	✓ ✓	✓ ✓	✓ ✓	✓ ✓
Workforce Planning and Succession 2.2.2 (a) Establish a workforce planning framework and a business continuity plan as an annual practice to identify and address critical roles, future talent needs, succession and resourcing requirements. (b) Establish a program to support capability build for early careers, talent and succession in critical roles.	• 100% of Managers undertake the workforce planning practice annually • 100% of critical roles identified with a succession and development plan in place		✓ 	✓ ✓	✓ ✓
Employee Learning and Development Program 2.2.3 Deliver an annual learning and development program that includes building human skills such as emotional intelligence, adaptability and resilience.	≥ 50% of employees annually participate in a professional development program/course that improves their skills aligned to the capability framework or human skills	✓	✓	✓	✓

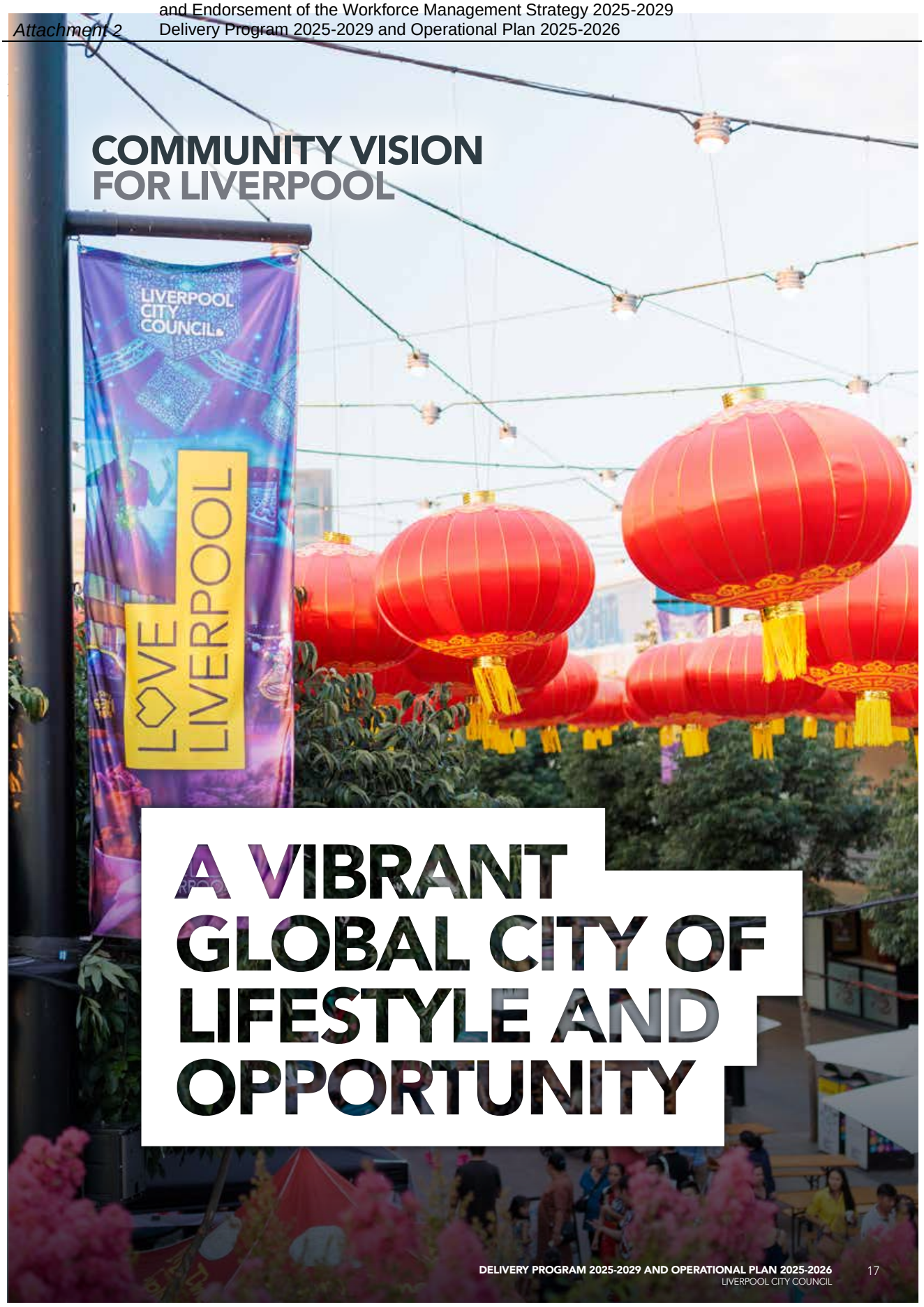
*connected to the Culture Enrichment Program, refer to Appendix A in the Workforce Management Strategy for more detail.

WORKING WITH OUR PARTNERS

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

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

NATIONAL	• Western Sydney Aerotropolis, Land Use and Infrastructure Implementation Plan • Western Sydney Aerotropolis Plan 2020 • Aerotropolis Sector Plan
STATE	• NSW Movement and Place Framework • NSW State Infrastructure Plan • Future Transport Strategy • Western City District Plan • Greener Places: an urban green infrastructure design framework • 50-Year Vision for Greater Sydney Parklands (Greater Sydney Parklands Agency) • Disability Inclusion Action Plan 2024-2028 • NSW State Government Priorities • NSW Waste and Sustainable Materials Strategy 2041 • Net Zero Plan Stage 1: 2020-2030 • Smart Places Strategy • Beyond Digital • Infrastructure NSW Water Strategy • NSW 2040 Economic Blueprint • State Infrastructure Strategy • NSW State Emergency Management Plan (EMPLAN) • Housing 2041: NSW Housing Strategy
REGIONAL	• Resilient Sydney • The Parks, Sydney's Parkland Councils • Western Sydney Regional Organisation of Councils' (WSROC) -Turn Down the Heat Strategy and Action Plan



COMMUNITY VISION FOR LIVERPOOL

A VIBRANT GLOBAL CITY OF LIFESTYLE AND OPPORTUNITY

STRATEGIC OBJECTIVES



SOCIAL

HEALTHY

INCLUSIVE

FAIR



ENVIRONMENTAL

LIVEABLE

SUSTAINABLE

RESILIENT

ECONOMIC

EVOLVING

PROSPEROUS

INNOVATIVE



CIVIC LEADERSHIP

VISIONARY

LEADING

RESPONSIBLE

10-YEAR STRATEGIES

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

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



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

ECONOMIC

3

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

2

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

CIVIC LEADERSHIP

4

- Place customer satisfaction, innovation and best practice at the centre of all operations.
- Communicate, listen, engage and respond to the community by encouraging participation.
- Position Council as an industry leader that plans and delivers services for a growing city.
- Ensure Council is accountable and financially sustainable through the strategic management of assets and resources.
- Demonstrate a high standard of transparency and accountability through a comprehensive governance framework.
- Collaborate with key stakeholders to advocate for investment and and infrastructure that support Liverpool's transformation into the capital of South West Sydney.
- Embrace Smart City initiatives by improving digital connectivity and smart technology.

ENGAGING WITH THE COMMUNITY

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

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









*Source: Information has been taken from the 'Share Your Views on Liverpool' survey.

YOUR MAYOR AND COUNCILLORS

Liverpool City Council's elected body comprises the Mayor and 10 Councillors, elected by residents to represent Liverpool's two wards (North and South). The Councillors have endorsed the Delivery Program 2025-2029 and Operational Plan 2025-2026 on behalf of the community. They will continue working closely with residents to refine priorities and ensure the effective delivery of strategic goals throughout the term.



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



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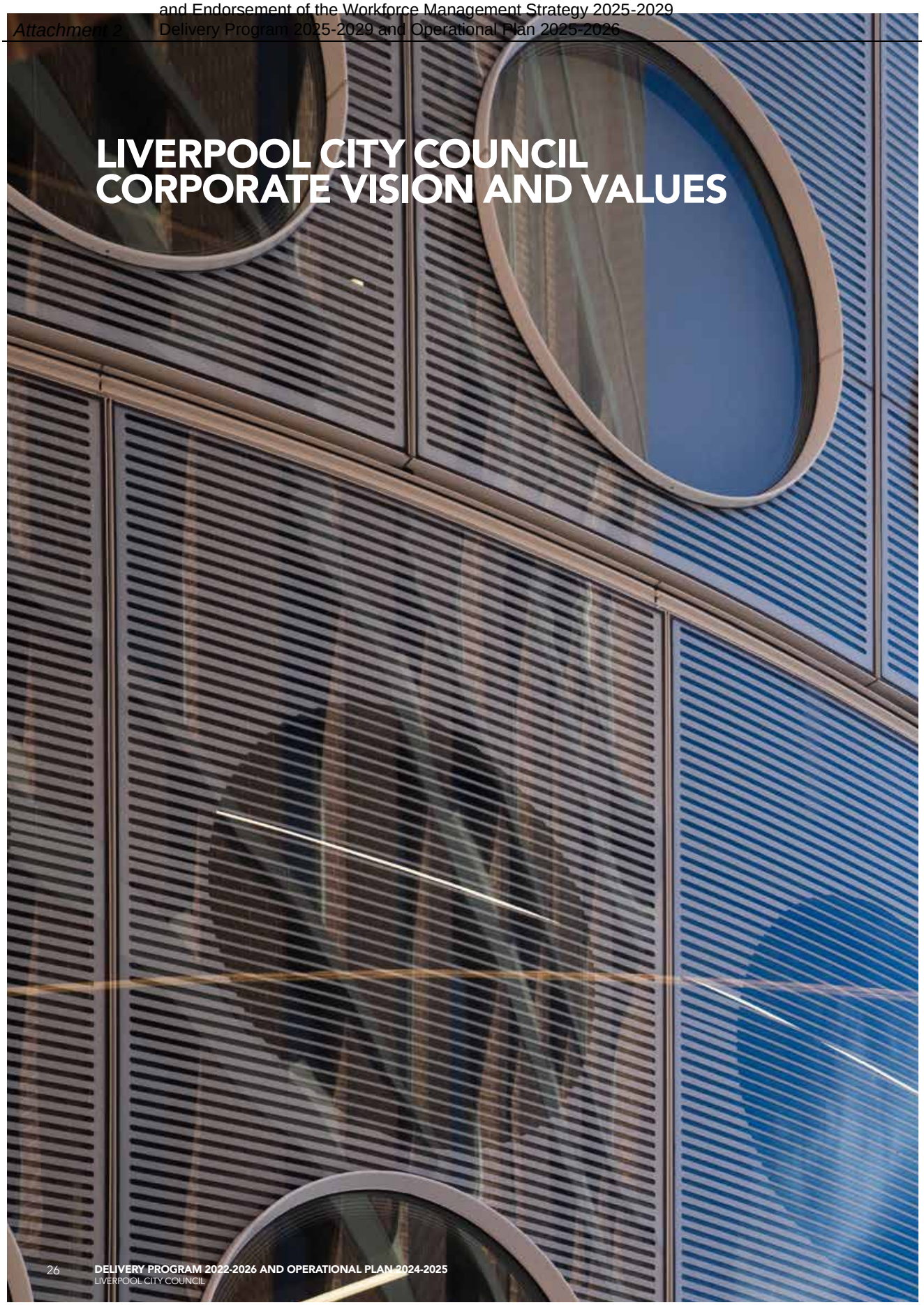
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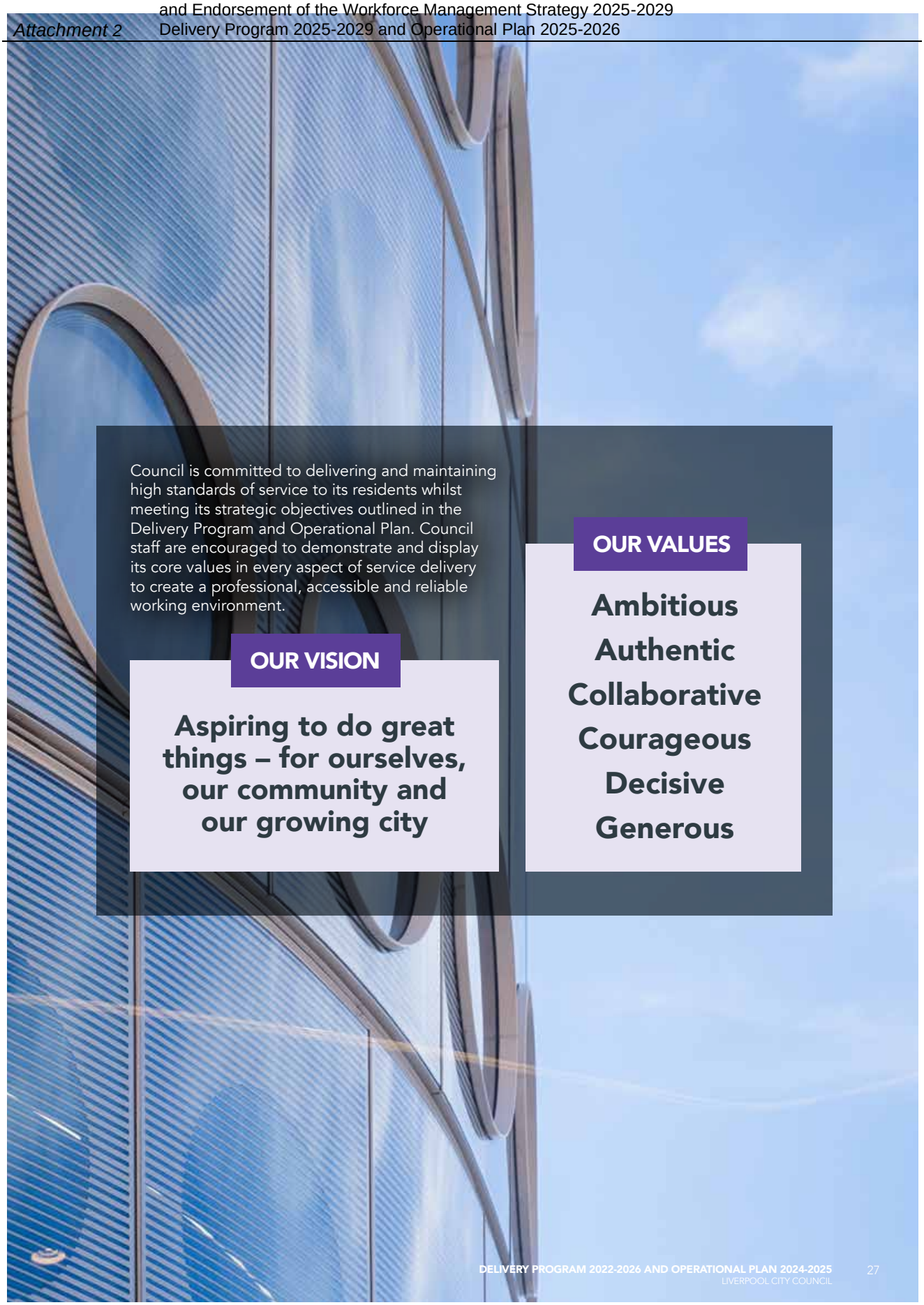


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LIVERPOOL CITY COUNCIL CORPORATE VISION AND VALUES



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

OUR VISION

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

OUR VALUES

Ambitious
Authentic
Collaborative
Courageous
Decisive
Generous

COUNCIL SERVICES TO THE COMMUNITY

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

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

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

HEALTHY INCLUSIVE FAIR



1.1 Libraries and Museum

1.2 Events

1.3 Recreation and Community Outcomes

1.4 Community Planning

1.5 Children's Services

1.6 Arts and Culture

1.7 City Infrastructure Delivery and Construction

LIVEABLE SUSTAINABLE RESILIENT



2.1 City Waste and Recycling

2.2 City Maintenance

2.3 Urban Design

2.4 Regulatory Compliance

2.5 Development Assessment

2.6 Environmental Planning and Management

2.7 Circular Economy (including FOGO)

2.8 Infrastructure and Floodplain Planning and Management

2.9 City Planning

2.10 Land Development

2.11 Traffic and Transport Management

2.12 Animal Management

EVOLVING PROSPEROUS INNOVATIVE

3.1 Economic Development

3.2 Commercial Development and Property

3.3 Transport Strategy and Planning

VISIONARY LEADING RESPONSIBLE



4.1 Customer Service

4.2 Governance and Corporate Management

4.3 Financial Management

4.4 Communications

4.5 Community Engagement

4.6 Advocacy and Partnerships

COUNCIL SERVICES REVIEW

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

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

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



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



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



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

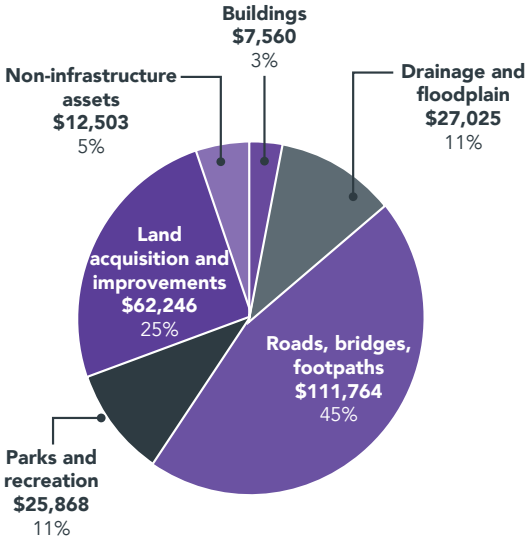


Property Services – Land Acquisition
With the outcome to identify the basis and methodology for determining priorities within the land acquisition program. This includes improving the provision of necessary information to optimise timely property acquisitions and improvements to assist in data capture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


WELCOME TO
Bellarmine
OUNCIL CUSTOMER
LIVERPOOL CITY COUNCIL
COUNCIL CUSTOMER SERVICE HUB
Operating Hours
Monday to Friday
8.30am – 4.30pm
The duty planner will be available from 8.30am – 12pm
COUNCIL CUSTOMER SERVICE HUB

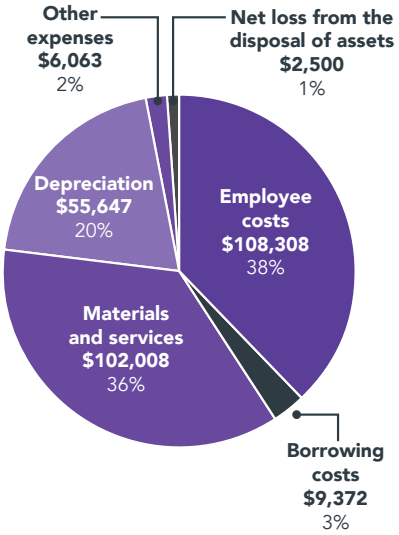
BUDGET AT A GLANCE

CAPEX SUMMARY



Summary by asset class	$'000	%
Buildings	$7,560	3%
Drainage and floodplain	$27,025	11%
Roads, bridges, footpaths	$111,764	45%
Parks and recreation	$25,868	10%
Land acquisition and improvements	$62,246	25%
Non-infrastructure assets	$12,503	5%
	$246,966	**100%**

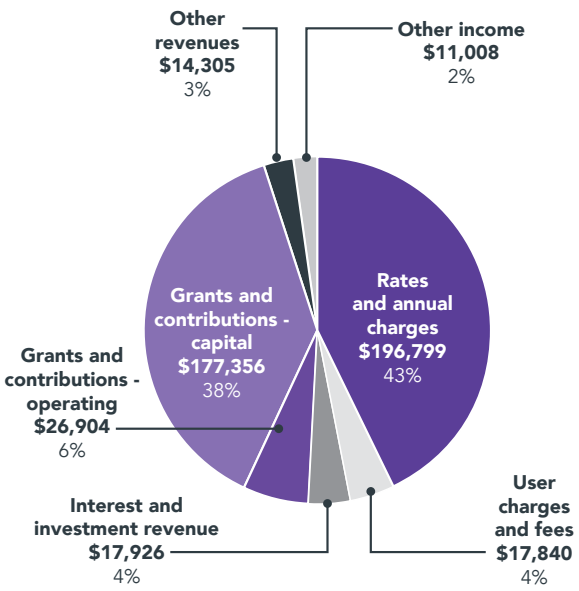
EXPENDITURE SUMMARY



Summary by expense type	$'000	%
Employee costs	$108,308	37%
Borrowing costs	$9,372	4%
Materials and services	$102,088	37%
Depreciation	$55,647	19%
Other expenses	$6,063	2%
Net loss from the disposal of assets	$2,500	1%
	$283,978	**100%**

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

SOURCE OF REVENUE



Income from continuing operations	$'000	%
Rates and annual charges	$196,799	43%
User charges and fees	$17,840	4%
Interest and investment revenue	$17,926	4%
Grants and contributions - operating	$26,904	6%
Grants and contributions - capital	$177,356	38%
Other revenues	$14,305	3%
Rental income	$11,008	2%
	$462,138	**100%**

HOW $100 IS SPENT



BUDGET AT A GLANCE CONTINUED.

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

These include:

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

Key budget assumptions

Revenue

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

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

Expenditure

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

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

Operating results	2025-26	2026-27	2027-28	2028-29
Operating revenue	$ 284.8 m	$ 289.8 m	$ 300.9 m	$ 310.7 m
Capital revenue	$ 177.4 m	$ 119.1 m	$ 120.9 m	$ 80.4 m
Operating expenses	$ 284.0 m	$ 292.2 m	$ 302.5 m	$ 314.5 m
Net operating result	**$ 178.2 m**	**$ 116.7 m**	**$ 119.3 m**	**$ 76.6 m**

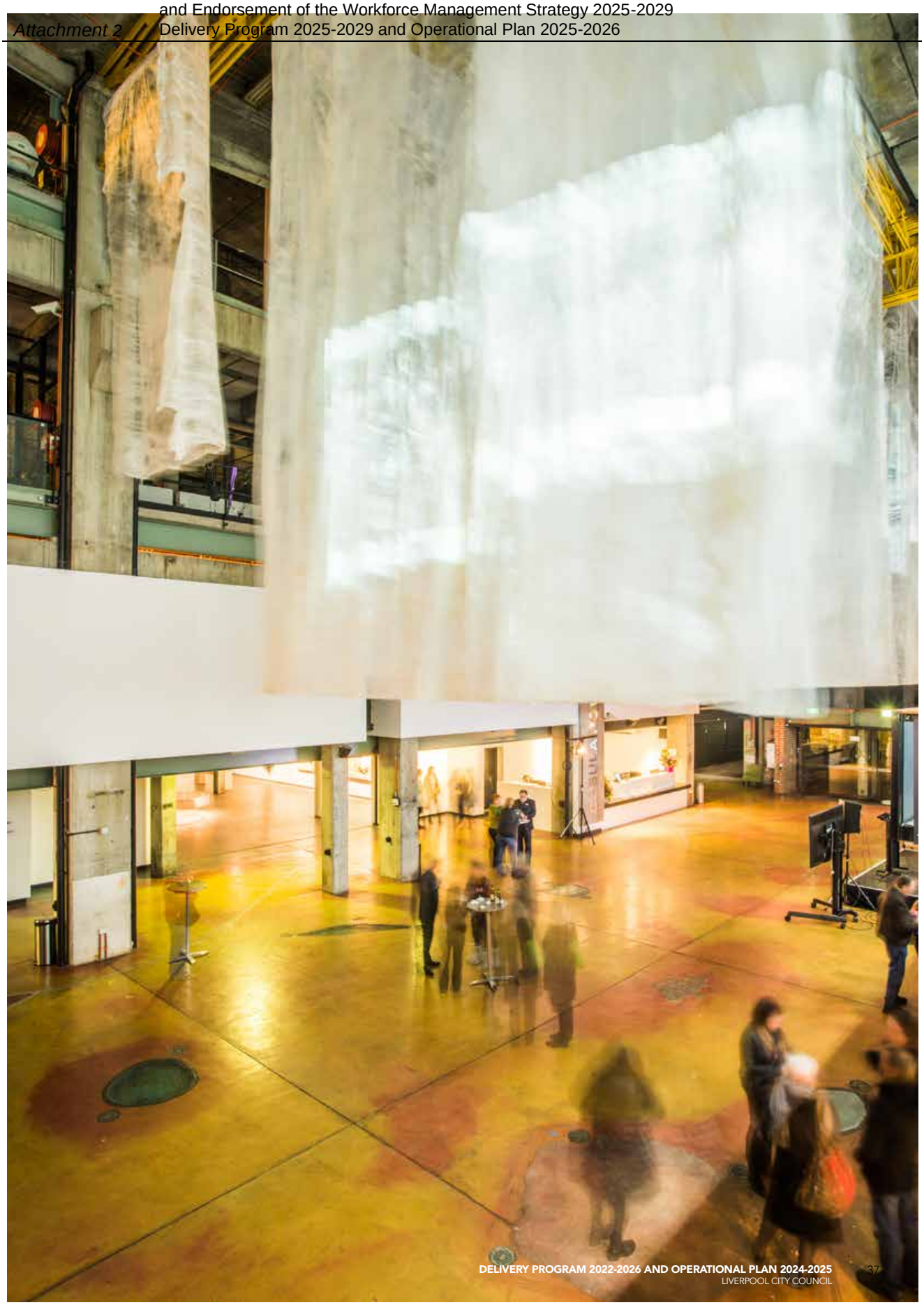
Financial position	2025-26	2026-27	2027-28	2028-29
Current assets	$ 262.9 m	$ 251.8 m	$ 265.6 m	$ 250.3 m
Non-current assets	$ 4,248.2 m	$ 4,358.2 m	$ 4,447.5 m	$ 4,502.7 m
Total assets	$ 4,511.1 m	$ 4,610.0 m	$ 4,713.2 m	$ 4,753.0 m
Current liabilities	$ 85.8 m	$ 84.0 m	$ 106.4 m	$ 81.3 m
Non-current liabilities	$ 204.5 m	$ 188.5 m	$ 150.0 m	$ 138.3 m
Total liabilities	$ 290.3 m	$ 272.5 m	$ 256.4 m	$ 219.6 m
Net assets	$ 4,220.8 m	$ 4,337.5 m	$ 4,456.8 m	$ 4,533.4 m
Total equity	**$ 4,220.8 m**	**$ 4,337.5 m**	**$ 4,456.8 m**	**$ 4,533.4 m**

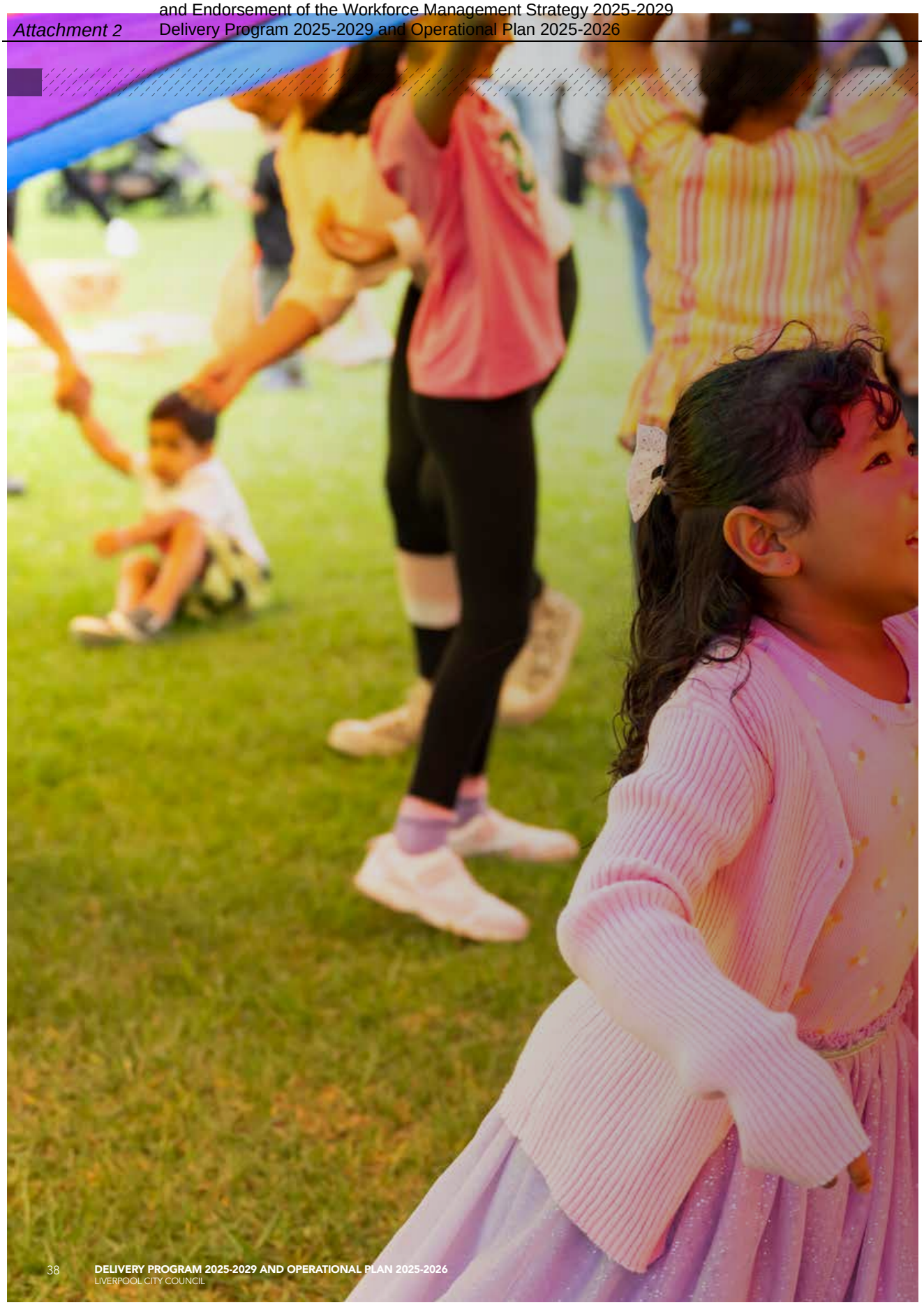
BUDGET AT A GLANCE CONTINUED.

Financial sustainability and performance measurement

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

Indicators	2025-26	2026-27	2027-28	2028-29
Operating performance				
Operating performance ratio Benchmark: >= 0%	1.0%	-0.6%	-0.6%	-0.4%
Own source operating revenue ratio Benchmark: >= 60%	55.8%	65.5%	66.3%	74.2%
Liquidity				
Unrestricted current ratio Benchmark: > 1.5x	1.1	1.3	1.2	1.8
Cash expense cover ratio Benchmark: > 3.0months	11.8	11.7	12.2	10.0
Rates and annual charges outstanding % Benchmark: < 5.0%	7.0%	7.0%	7.0%	7.0%
Debt management				
Debt service cover ratio Benchmark: > 2.0x	2.5	2.6	2.7	3.2
Debt service ratio Benchmark: > 0% and <= 20%	8.6%	8.1%	7.8%	14.1%
Interest cover ratio Benchmark: > 4.0x	7.2	7.7	8.4	10.8
Infrastructure and service management				
Building and infrastructure renewals ratio Benchmark: >= 100.0%	180%	53%	57%	56%
Infrastructure backlog ratio Benchmark: < 2.0%	1.3%	1.4%	1.3%	1.3%
Asset maintenance ratio Benchmark: > 100%	76.1%	82.4%	78.9%	78.5%







DELIVERY PROGRAM 2025-2029 AND OPERATIONAL PLAN 2025-2026

HOW TO READ THE PLAN

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

1 HEALTHY, INCLUSIVE, FAIR

1.1 – Libraries and Museum

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

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

Strategic Objective	Healthy, Inclusive, Fair
Relevant 10-Year Strategies	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.
Responsibility	Director Community and Lifestyle
Related Documents, Plans and Strategies	**Relationships**
• Australian Library and Information Association (ALIA) Standards and guidelines for Australian Public Libraries 2020 • Liverpool City Library Review – Blueprint for future provision 2024	• Community groups and partners • State Library of NSW • Liverpool District Historical Society • Liverpool Genealogical Society

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

Delivery Program 2025-2029

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

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

Planned Projects and Activities 2025-2029

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

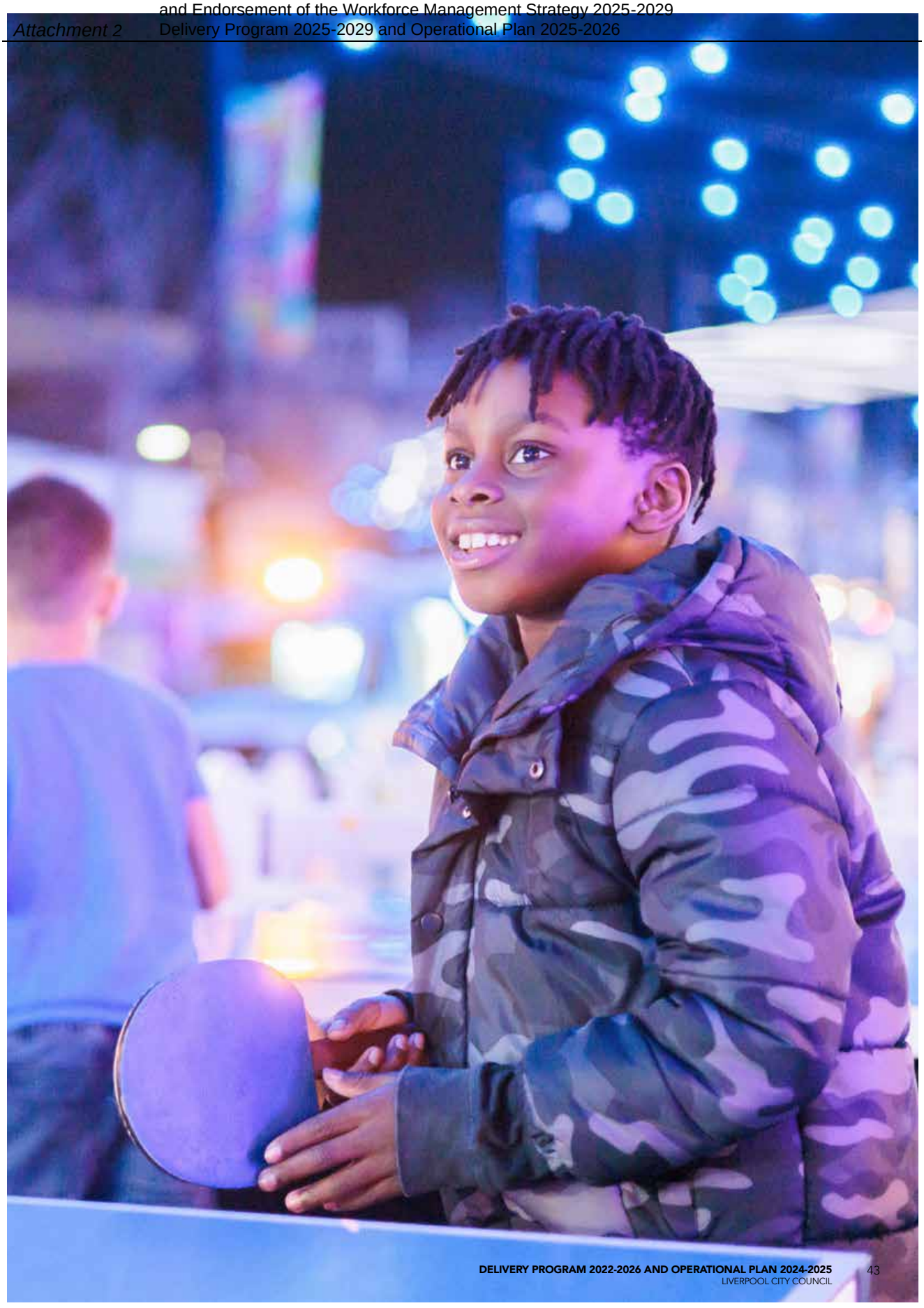
Service Levels
Response to customer enquiries within one working day
Locations open for service as per advertised hours
Respond to collection requests within one week

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

2025-2026 Operational Plan

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

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

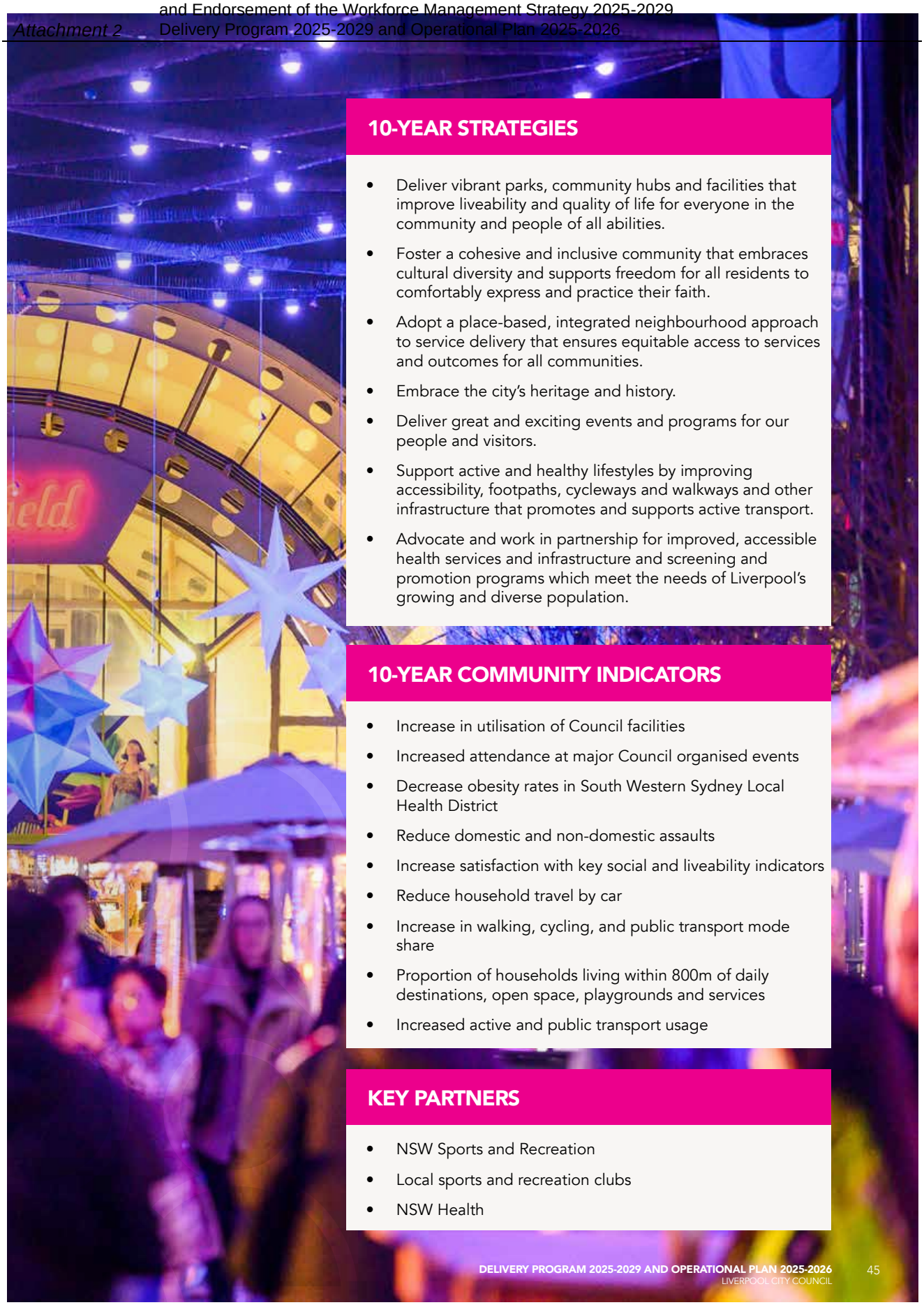




STRATEGIC OBJECTIVE 1

1 HEALTHY, INCLUSIVE, FAIR

Our community wants a healthy, inclusive and engaging city that is integral to their way of life in Liverpool. This strategic objective focuses on social connections which foster a sense of belonging and the ability to create harmonious communities.



10-YEAR STRATEGIES

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

10-YEAR COMMUNITY INDICATORS

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

KEY PARTNERS

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

1 HEALTHY, INCLUSIVE, FAIR

1.1 – Libraries and Museum

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- Facilitating public spaces for study, recreation, group activities and access to technology; and
- Developing museum and heritage events, programs and research collections about Liverpool's past and present.

Strategic Objective	Healthy, Inclusive, Fair
Relevant 10-Year Strategies	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.
Responsibility	Director Community and Lifestyle
Related Documents, Plans and Strategies	**Relationships**
• Australian Library and Information Association (ALIA) Standards and Guidelines for Australian Public Libraries 2020 • Liverpool City Library Review – Blueprint for future provision 2024	• Community groups and partners • State Library of NSW • Liverpool District Historical Society • Liverpool Genealogical Society

Delivery Program 2025-2029

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

Planned Projects and Activities 2025-2029

Libraries and Museum				
Planned Projects and Activities	**Timeline**	**Budget**	**Data Source**	**Responsibility**
Diversify library services available to the community	2025-2029	Operating Budget Local Priority grant from NSW Government	Project Delivery	Manager Library and Museum Services
Increase access to library service through technology such as open access and online services	2025-2029	Operating Budget Local Priority grant from NSW Government	Project Delivery	
Service Levels				
Response to customer enquiries within one working day				
Locations open for service as per advertised hours				
Respond to collection requests within one week				

2025-2026 Operational Plan

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

1.2 – Events

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

Key functions include:

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

Strategic Objective	Healthy, Inclusive, Fair
Relevant 10-Year Strategies	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.
Responsibility	Director Community and Lifestyle
Related Documents, Plans and Strategies	**Relationships**
• Incoming Sponsorship Policy • Liverpool City Council Buskers Policy 2022	• Multicultural NSW • Transport for NSW • Office of the 24-hour Economy Commissioner • Gandangara and Tharawal Aboriginal Land Councils • Australasian Performing Right Association Limited (APRA)/One Music • Local Businesses • NSW Office of Local Government • Members of Parliament

Delivery Program 2025-2029

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

Planned Projects and Activities 2025-2029

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

2025-2026 Operational Plan

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

MAJOR PROJECTS AND EVENTS 2025-2029



EXPERIENCE THE WORLD: FESTIVAL SERIES

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

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

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

The series has grown significantly since its inception, now drawing hundreds of thousands of attendees and receiving recognition through multiple industry and government awards. It serves as a flagship example of how culture-led programming can meaningfully engage community, celebrate diversity, and enhance Council's public profile.

Project Delivery Responsibility

Director Community and Lifestyle

Estimated Cost

$1.2 million

Project Timing

This event is scheduled to run from 2025 to 2029

Key Stakeholders

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

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

Actions

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

Project Lead

Manager Cultural Venues and Events

1.3 – Recreation and Community Facilities

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

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

Key functions include:

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

Strategic Objective	Healthy, Inclusive, Fair
Relevant 10-Year Strategies	• 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 for improved, accessible health services and infrastructure which meet the needs of Liverpool's growing and diverse population.
Responsibility	Director Community and Lifestyle

Strategic Objective	Healthy, Inclusive, Fair
Relevant 10-Year Strategies	1a - Deliver vibrant parks, community hubs, services 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.
Responsibility	Director Community and Lifestyle

Related Documents, Plans and Strategies	**Relationships**
• Liverpool City Council Disability and Inclusion Action Plan 2024-2028 • Liverpool City Council Reconciliation Action Plan 2025-2026 • Liverpool City Council Local Strategic Planning Statement - Connected Liverpool 2040 • Liverpool City Council Community Facilities Strategy 2017-2022 • Office of Sport Strategic Plan 2020-2024 • Management Contract ST2494 • Liverpool City Council Recreation, Open Space and Sport Strategy 2018-2028 • Liverpool City Council Aquatic and Leisure Centres Strategy 2018 • Liverpool City Council Positive Ageing Action Plan 2022-2026 • Liverpool City Council Mobile Food Vending Vehicles Policy 2022 • Liverpool City Council Buskers Policy 2022	• State and Federal government grant administrators • Gandangara and Tharawal Local Aboriginal Land Councils, and other First Nations stakeholders • NSW Department of Planning, Housing and Infrastructure • Office of Sport • South Western Sydney Local Health District • South West Sydney Academy of Sport • Sporting Clubs and Associations • Royal Life Saving Society NSW • Bradfield Development Authority • NSW Department of Education

Delivery Program 2025-2029

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

Planned Projects and Activities 2025-2029

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

Service Levels
Respond to customer, Councillor and mayoral enquiries as required
Ensure that Council programs, services and activities are delivered in line with service level standards
Ensure that Council's recreation and community facilities meet the standards required to meet community demands

2025-2026 Operational Plan

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

MAJOR PROJECTS AND EVENTS 2025-2029



CHIPPING NORTON LAKES PRECINCT ACTIVATION PLAN

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

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

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

Project Delivery Responsibility

Director Community and Lifestyle

Estimated Cost

Costs associated with delivery will be offset by new revenue streams

Project Timing

This project is scheduled to run from 2025 to 2030

Key Stakeholders

- Chipping Norton community
- Liverpool City Council

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

1.4 – Community Planning

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

Key functions include:

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

Strategic Objective	Healthy, Inclusive, Fair
Relevant 10-Year Strategies	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.
Responsibility	Director Community and Lifestyle Director City Futures
Related Documents, Plans and Strategies	**Relationships**
• Liverpool City Council Recreation, Open Space and Sports Strategy 2018-2028 • Liverpool City Council Community Facilities Strategy 2017-2022 • Green Grid Implementation Study 2020 • Social Infrastructure Planning Guidelines 2018 • Contributions Plan	• NSW Department of Planning, Housing and Infrastructure • Sports NSW • Parks and Leisure Australia • Liverpool residents and committee members • Sydney Water

Planned Projects and Activities 2025-2029

Community Planning				
Planned Projects and Activities	**Timeline**	**Budget**	**Data Source**	**Responsibility**
Review and update Council's Recreation and Open Space Strategy	2026-2028	$250,000	InfoCouncil	Manager Infrastructure Planning
Review and update Council's Community Facilities Strategy	2026-2028	$250,000	InfoCouncil	Manager Community Recreation

2025-2026 Operational Plan

Community Planning		
Detailed Actions	**Annual Budget**	**Responsibility**
Complete Generic Plans of Management for community facilities, parks and sportsfields	$200,000	Coordinator Community Planning
Complete Plan of Management for Craik Park	Operating Budget	
Progress the planning and design of open space and recreation infrastructure in growth areas	$500,000	
Progress the planning and design of community facilities in growth areas	$75,000	

1.5 – Children's Services

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

Key functions include:

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

Strategic Objective	Healthy, Inclusive, Fair
Relevant 10-Year Strategies	1a - Deliver vibrant parks, community hubs, services and facilities that improve liveability and quality of life for everyone in the community.
Responsibility	Director Community and Lifestyle
Related Documents, Plans and Strategies	**Relationships**
• Children's Services strategy 2021-2022 • Future Demands Report 2019	• Miller TAFE • Western Sydney University and University of Wollongong • Western Sydney Migrant Resource Centre • Community Early Learning Australia • Early Childhood Australia • Early Childhood Education Advisory Group • Local Government NSW • NSW Department of Education • Department of Education, Skills and Employment (DESE)

Delivery Program 2025-2029

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

Planned Projects and Activities 2025-2029

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

Service Levels
Provide quality high education and care to members of the community
Provide safe environments which support children's health and wellbeing
Provide community outreach programs to enhance social outcomes for vulnerable children

2025-2026 Operational Plan

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

1.6 – Arts and Culture

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

Key functions include:

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

Strategic Objective	Healthy, Inclusive, Fair
Relevant 10-Year Strategies	1a - Deliver vibrant parks, community hubs, services 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.

Responsibility	Director Community and Lifestyle
Related Documents, Plans and Strategies	**Relationships**
• Liverpool Powerhouse Board Charter • Collections and Acquisitions Policy • Incoming Sponsorship Policy	• Western Sydney University • South Western Sydney Local Health District • Sydney Festival • Italian Institute of Culture • NSW Department of Education • Create NSW • Office of the 24-hour Commissioner • Multicultural NSW • Settlement Services International • Liverpool Art Society Inc. • Mil-Pra Aboriginal Education Consultative Group (Mil-Pra AECG) • KARI Foundation • Liverpool Performing Arts Ensemble Inc. • Arts and Health Alliance

Delivery Program 2025-2029

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

Planned Projects and Activities 2025-2029

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

2025-2026 Operational Plan

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

1.7 – City Infrastructure Delivery and Construction

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

Key functions include:

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

Strategic Objective	Healthy, Inclusive, Fair
Relevant 10-Year Strategies	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.
Strategic Objective	Evolving, Prosperous, Innovative
Relevant 10-Year Strategies	• 3a – Continue to invest in improving and maintaining Liverpool's road networks and infrastructure.
Responsibility	Director Operations

Related Documents, Plans and Strategies	Relationships
• Liverpool City Council Community Facilities Strategy 2017-2022 • Liverpool City Council Recreation, Open Space and Sports Strategy 2018-2028 • Liverpool City Council Asset Management Policy and Strategy • Liverpool City Council Asset Management Plans (Building, Transport, Drainage and Open Space) • Liverpool City Council Disability Inclusion Action Plan 2024-2028 • Building Code of Australia • Australian Standards • Everybody Can Play Guidelines • Transport for NSW Guidelines	• Transport for NSW • NSW Department of Planning and Environment • Infrastructure NSW • Heritage NSW • NSW Environmental Protection Authority • SafeWork NSW • Utility service providers • Western Sydney Infrastructure Grants Program Office • Gandangara Local Aboriginal Land Council • Liverpool City Centre businesses • Crown Lands

Delivery Program 2025-2029

City Infrastructure Delivery and Construction			
Key Performance Indicator (KPI)	**Target**	**Data Source**	**Responsibility**
Delivery of approved annual program of asset renewal works	• Less than 15% of approved capital works program budget as carry over annually • Expenditure not to exceed approved budget	Asset Management Plan Condition Reports	Manager Projects Delivery
Delivery of annual strategic projects program of works	• Less than 15% of approved works program as carry over annually • Expenditure not to exceed approved budget	Strategic Plans	
Delivery of Western Sydney Infrastructure Grants (WISG) Program of works	• Expenditure not to exceed budget	TechnologyOne	Program Manager Western Sydney Infrastructure Grants Program

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

2025-2026 Operational Plan

City Infrastructure Delivery and Construction		
Detailed Actions	**Annual Budget**	**Responsibility**
Edmondson Avenue Upgrade, Austral • Complete acquisition plans • Land acquisition	$4,703,655	Senior Project Manager Building Projects
Middleton Drive Extension / M7 Underpass Middleton Grange • Complete investigations • Prepare detailed design • Approval to commence construction	$6,000,000	
Basin 14 Edmondson Park – Flood Detention Basin • Procurement of construction works • Commence construction of Basin 14	$2 million	Coordinator Floodplain and Water Management
Carnes Hill Aquatic and Recreation Centre • Prepare detailed design • Complete EOI process for construction • Receive DA approval • Commence Tender process for construction	$3,064,000	Program Manager Western Sydney Infrastructure Grants Program
Brickmakers Creek • Complete EOI process for park construction • Complete detailed design for community building • Complete tender process for park construction • Complete Request for Quote process for community building	$6,360,000	
Light Horse Park • Receive DA approval for park • Receive DA approval for community building • Complete construction of carpark	$16,499,000	

2025-2026 Operational Plan

City Infrastructure Delivery and Construction (continued)		
Detailed Actions	**Annual Budget**	**Responsibility**
Macquarie Street • Complete Stage 1 construction Macquarie Street (Moore Street to Scott Street) • Complete detailed design for Macquarie Street • Complete procurement process for Macquarie Street construction • Commence Macquarie Street construction	$7,079,236	Program Manager Western Sydney Infrastructure Grants Program
Railway Street • Complete detailed design for Railway Street • Complete procurement process for Railway Street construction • Commence Railway Street construction	$6,219,898	
Scott Street • Complete detailed design for Scott Street • Complete procurement process for Scott Street construction • Commence Scott Street construction	$7,361,393	
Complete the Community Centre and Children Care Centre Rehabilitation Program	$560,000	Manager Projects Delivery
Complete the Sports Amenity at Carnes Hill Sports Complex	$1,700,000	
Complete new Amenity at Homestead Park	$480,000	
Complete Chiller Replacement Liverpool Powerhouse	$900,000	
Complete Outdoor Splash Park at Whitlam Leisure Centre	$3,000,000	
Building Compliance Program	$100,000	
Complete the Sports Amenity Building Upgrade Program	$995,000	
Complete the Playground Replacement and Shade Program	$675,000	
Complete the Local Park Upgrade Program	$4,670,000	

2025-2026 Operational Plan

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

MAJOR PROJECTS AND EVENTS 2025-2029



BRICKMAKERS CREEK, LIVERPOOL – WOODWARD PARK

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

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

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

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

Project Delivery Responsibility

Director Operations

Estimated Project Budget

$44.3 million

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

Project Timing

Project construction is scheduled to run from 2026-2027

Key Stakeholders

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

Actions

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

Project Lead

Program Manager Western Sydney Infrastructure Grants Program

MAJOR PROJECTS AND EVENTS 2025-2029
CONTINUED



CARNES HILL AQUATIC AND RECREATION CENTRE, CARNES HILL

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

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

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

Project Delivery Responsibility

Director Operations

Estimated Project Budget

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

Project Timing

Project construction is scheduled to run from 2026-2028

Key Stakeholders

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

Actions

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

Project Lead

Program Manager Western Sydney Infrastructure Grants Program



LIGHT HORSE PARK, LIVERPOOL

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

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

Project Delivery Responsibility

Director Operations

Estimated Project Budget

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

Project Timing

Project construction is scheduled in stages from 2024-2026

Key Stakeholders

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

Actions

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

Project Lead

Program Manager Western Sydney Infrastructure Grants Program

MAJOR PROJECTS AND EVENTS 2025-2029
CONTINUED



MACQUARIE STREET, LIVERPOOL CITY CENTRE - STREETSCAPE IMPROVEMENTS

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

The work will take place in Stages:

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

Project Delivery Responsibility

Director Operations

Estimated Project Budget

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

Project Timing

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

Key Stakeholders

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

Actions

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

Project Lead

Program Manager Western Sydney Infrastructure Grants Program



RAILWAY STREET, LIVERPOOL CITY CENTRE – STREETSCAPE IMPROVEMENTS

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

Project Delivery Responsibility

Director Operations

Estimated Project Budget

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

Project Timing

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

Key Stakeholders

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

Actions

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

Project Lead

Program Manager Western Sydney Infrastructure Grants Program

MAJOR PROJECTS AND EVENTS 2025-2029
CONTINUED



SCOTT STREET, LIVERPOOL CITY CENTRE – STREETSCAPE IMPROVEMENTS

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

Project Delivery Responsibility

Director Operations

Estimated Project Budget

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

Project Timing

This project is scheduled to run until mid-2026.

Key Stakeholders

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

Actions

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

Project Lead

Program Manager Western Sydney Infrastructure Grants Program



GOVERNOR MACQUARIE DRIVE (GMD) AND HUME HIGHWAY INTERSECTION UPGRADE

Intersection upgrade works with widening of GMD dedicated turning lanes at Hume Highway to improve traffic flow on GMD. This project aims to upgrade the intersection at Hume Highway by widening the dedicated turning lanes on GMD, enhancing traffic flow along GMD.

Project Delivery Responsibility

Director Operations

Estimated Project Budget

$11.68 million

Project Timing

June 2026

Key Stakeholders

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

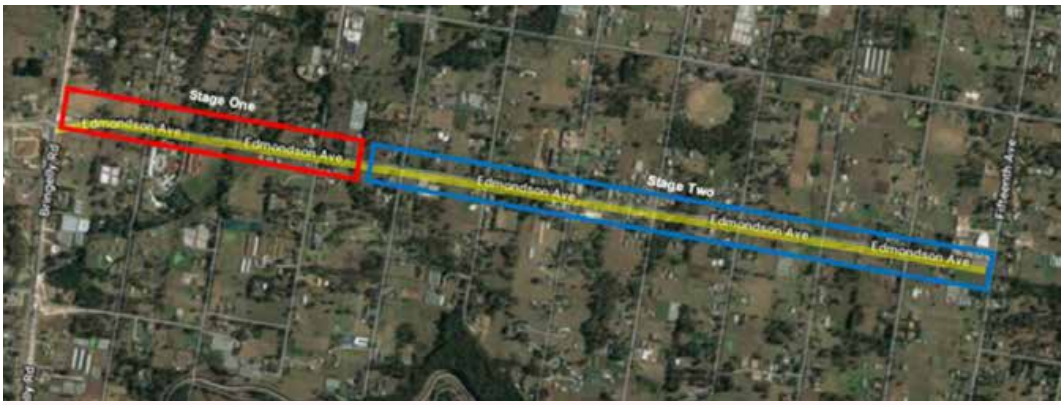
Actions

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

Project Lead

Coordinator Civil Engineering Programs

MAJOR PROJECTS AND EVENTS 2025-2029
CONTINUED



EDMONDSON AVENUE UPGRADE, AUSTRAL

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

Project Delivery Responsibility

Director Operations

Estimated Project Budget

$71.43 million

Project Timing

This project is scheduled to run from 2025 to 2028

Key Stakeholders

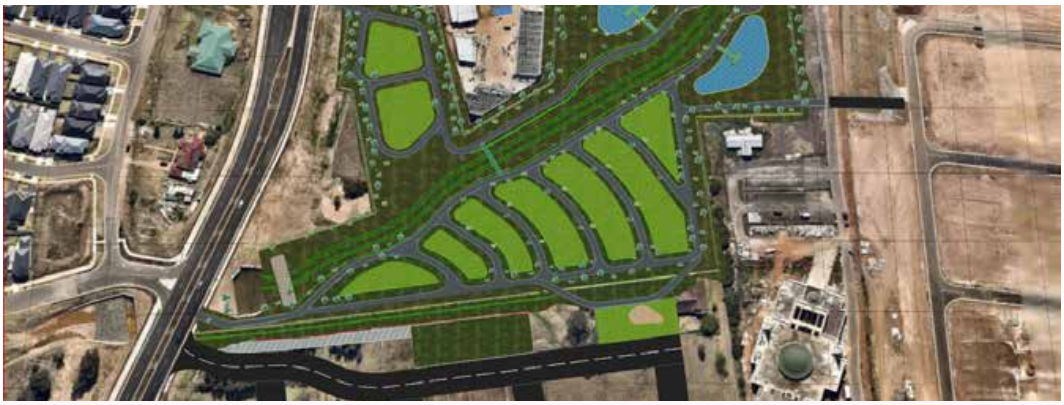
- NSW Department of Planning Housing and Infrastructure
- Local Community

Actions

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

Project Lead

Senior Project Manager Building Projects



BASIN 14 EDMONDSON PARK – FLOOD DETENTION BASIN

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

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

In addition the following benefits will be also achieved:

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

Project Delivery Responsibility

Director Operations

Estimated Project Budget

$40.6 million

Project Timing

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

Key Stakeholders

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

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

Project Lead
Coordinator Floodplain and Water Management

MAJOR PROJECTS AND EVENTS 2025-2029
CONTINUED



BASIN 29 AUSTRAL – FLOOD DETENTION BASIN

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

Project Delivery Responsibility

Director Operations

Estimated Project Budget

$22.5 million

Project Timing

This project is scheduled to run from 2025 to 2028

Key Stakeholders

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

Actions

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

Project Lead

Senior Project Manager Building Projects



MIDDLETON DRIVE EXTENSION / M7 UNDERPASS MIDDLETON GRANGE

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

Project Delivery Responsibility

Director Operations

Estimated Project Budget

$12.2 million

Project Timing

This project is scheduled to run from 2025 to 2027

Key Stakeholders

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

Actions

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

Project Lead

Senior Project Manager Building Projects



STRATEGIC OBJECTIVE 2

2 LIVEABLE, SUSTAINABLE, RESILIENT

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

10-YEAR STRATEGIES

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

10-YEAR COMMUNITY INDICATORS

- Decrease Council's energy use
- Increase the percentage of diverse housing options in new developments
- Improve water quality
- Improve air quality
- Improve public safety ratings
- Increase recycling
- Increase waste diversion from landfill
- Increase the level of shade in public spaces
- Percentage of households living in housing stress (includes rental and mortgage stress)
- Increase in climate resilient suburbs
- Increase tree canopy cover
- Reduce emissions per capita
- Improve the health of priority waterways
- Increase in proportion of households living within 800m of daily destinations, open space, playground and services
- Percentage of dwellings available for low and moderate income earners to rent or buy without spending more than 30% of their income

KEY PARTNERS

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

2 LIVEABLE, SUSTAINABLE, RESILIENT

2.1 – City Waste and Recycling

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

Key functions include:

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

Strategic Objective	Liveable, Sustainable, Resilient
Relevant 10-Year Strategies	2a - Deliver a beautiful, clean and inviting city for the community to enjoy. 2c - Manage waste effectively and be a leader in creating a vibrant circular economy.
Responsibility	Director Operations
Related Documents, Plans and Strategies	**Relationships**
• Liverpool City Council Innovation Strategy 2027	• NSW Environment Protection Authority • Western Sydney Regional Organisation of Councils • Local Community

Delivery Program 2025-2029

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

Service Levels
Respond to customer requests missed services regarding household waste collection e.g. general, metal, and mattresses within two business days
Manage household waste collection (booked clean up service e.g. general, white goods, mattresses): • 2m² of waste collected on the day it was booked; and • 95% of household waste collected within timeframe
Investigate and collect 95% of illegal waste within the required timeframe

2025-2026 Operational Plan

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

2.2 – City Maintenance

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

Key functions include:

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

Strategic Objective	Liveable, Sustainable, Resilient
Relevant 10-Year Strategies	2a - Deliver a beautiful, clean and inviting city for the community to enjoy. 2d - Create a cooler, greener Liverpool by improving tree canopy, enhancing public green spaces, and embedding sustainability across all of Council's operations. 2e - Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks and stresses
Responsibility	Director Operations
Related Documents, Plans and Strategies	**Relationships**
• Heritage Conservation Management Plan • Liverpool City Council Tree Policy • Liverpool City Council Tree Management Strategy 2024 • Liverpool City Council Fleet Management Policy	• Local Community • Roads and Maritime Services • State Emergency Services • NSW Rural Fire Service • Local utilities providers • Transport for NSW • Airport Authority • Environmental Protection Authority • Department of Primary Industries

Delivery Program 2025-2029

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

Planned Activities and Projects 2025-2029

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

Service Levels
Maintain Council sportsgrounds once a week
Undertake general parks maintenance as per the Hybrid red book program
Undertake 45sqm of road patching daily
Undertake 25sqm of footpath maintenance twice a week
Maintain Council sportsgrounds once a week

2025-2026 Operational Plan

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

2.3 – Urban Design

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

Key functions include:

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

Strategic Objective	Liveable, Sustainable, Resilient
Relevant 10-Year Strategies	2b - Create a vibrant and pleasant evening economy by supporting diverse dining, cultural, and entertainment experiences in safe and welcoming public spaces. 2d - Create a cooler, greener Liverpool by improving tree canopy, enhancing public green spaces, and embedding sustainability across all of Council's operations. 2g - 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. 2h - Promote and advocate for an integrated transport network with improved public transport options and connectivity. 2I - Deliver effective and efficient planning and high-quality urban design to provide best outcomes for a growing city.
Responsibility	Director City Futures

Related Documents, Plans and Strategies	Relationships
• Liverpool City Centre Public Domain Master Plan • Liverpool's Tree Management Framework • Liverpool City Council Local Strategic Planning Statement - Connected Liverpool 2040 • Liverpool City Council City Activation Strategy 2019-2024 • Visitor Economy Plan • Sydney Region Plan - A Metropolis of Three Cities 2018 • Government Architect NSW Apartment Design Guide • Government Architect NSW Better Placed • Government Architect NSW Design Review Panel Manual • Western City District Plan Six Cities Region Discussion Paper	• NSW Department of Planning, Housing and Infrastructure • Bradfield Development Authority • Transport for NSW • Sydney Metro Authority • NSW Department of Education • School Infrastructure NSW • Infrastructure NSW • NSW Health and South Western Sydney Local Health District • Council's Civic Advisory Committee • Council's Infrastructure and Planning Committee • Property NSW • Sydney Water • Water NSW

Planned Activities and Projects 2025-2029

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

Service Levels
Provide quality high education and care to members of the community
Convene and coordinate monthly meetings for the Liverpool Design Excellence Panel (DEP)
Provide design comments on planning and development applications within the required timeframes
Provide expert Urban Design advice into Land and Environment Court matters
Collaborate and provide specialist design advice into Council's projects and programs

2025-2026 Operational Plan

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

2.4 – Regulatory Compliance

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

Key functions include:

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

Strategic Objective	Liveable, Sustainable, Resilient
Relevant 10-Year Strategies	2a – Deliver a beautiful, clean and inviting city for the community to enjoy.
Responsibility	Director Planning and Compliance
Related Documents, Plans and Strategies	**Relationships**
• Liverpool City Council Enforcement Policy 2022 • Liverpool City Council Animal Management Standard 2021 • Liverpool City Council Onsite Sewage Management Standard 2021 • Liverpool City Council Overgrown Vegetation Enforcement Standard 2021	• Office of Local Government (OLG) • NSW Department of Planning, Housing and Infrastructure • NSW Health • NSW Food Authority • NSW Environmental Protection Authority (EPA) • NSW Fire and Rescue • NSW Rural Fire Services • NSW Building Commission • NSW Department of Fair Trading • Local Community

Delivery Program 2025-2029

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

2025-2026 Operational Plan

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

2.5 – Development Assessment

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

Key functions include:

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

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

Related Documents, Plans and Strategies	Relationships
• State Environmental Planning Policies • Liverpool City Council Local Environmental Plan • Liverpool City Council Development Control Plans • Liverpool City Council Development Contributions Plans	• NSW Department of Planning, Housing and Infrastructure • Regional and Local Planning Panels and Design Excellence Planning Panels • Integrated development approval agencies. • Infrastructure agencies. • Land and Environment Court of NSW • Developers and Applicants • Local Community

Delivery Program 2025-2029

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

Service Levels
Customer Requests received following the DA Administration Triage are returned within two (2) business days from receipt of the request.
HPE Content Manager enquiries are actioned within the allotted TRIM workflow timeframe.
Adherence to the performance measures as outlined in the Environmental Planning and Assessment (Statement of Expectations) Order 2024 associated with Development Assessment.
Determine applications of a minor nature (dwellings and ancillary residential structures) within an average of forty (40) days from lodgement, excluding where these applications are Integrated Development or incorporate unauthorised development.
Provide pre-lodgement application meeting minutes within ten (10) business days of the meeting date.

2025-2026 Operational Plan

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

2.6 – Environmental Planning and Management

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

Key functions include:

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

Strategic Objective	Liveable, Sustainable, Resilient
Relevant 10-Year Strategies	2a - Deliver a beautiful, clean and inviting city for the community to enjoy. 2d - Create a cooler, greener Liverpool by improving tree canopy, enhancing public green spaces, and embedding sustainability across all of Council's operations. 2e - Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks and stresses. 2g - 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.
Responsibility	Director Operations
Related Documents, Plans and Strategies	**Relationships**
• Integrated Pest Management Policy • Integrated Pest Management Strategy • Liverpool City Council Climate Action Plan 2021 • Liverpool City Council Climate Change Policy • Various procedures and guidelines on managing asbestos and soil contamination in the LGA	• Local Community • Community groups and volunteers • Education service providers • Other Councils • State Government Departments • NSW Environmental Protection Authority • SafeWork NSW

Delivery Program 2025-2029

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

Planned Activities and Projects 2025-2029

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

2025-2026 Operational Plan

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

2.7 – Circular Economy (Including FOGO)

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

Key functions include:

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

Strategic Objective	Liveable, Sustainable, Resilient
Relevant 10-Year Strategies	2c - Manage waste effectively and be a leader in creating a vibrant circular economy.
Responsibility	Director Operations
Related Documents, Plans and Strategies	**Relationships**
• Liverpool's Waste Management and Resource Recovery Strategy 2021-2031 • Waste and Sustainable Materials Strategy 2041	• NSW Environment Protection Authority • Councillors • Local Community

Delivery Program 2025-2029

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

Planned Activities and Projects 2025-2029

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

Service Levels
Respond to customer requests regarding domestic waste management household waste collection e.g. red garbage bin, green waste and yellow recycling bin within seven days.
Deliver Chemical Cleanout, Cleanup Australia Day Events.
Provision of Domestic Waste Education (FOGO , Waste Avoidance , Contamination, School Visits, Community Outreach).
Community Planned Excursions (Community Recycling Centre, Circular Economy Centre, Mattress Recycling Facility).
Contribution to Waste Management Plans for Residential Development Applications.

2025-2026 Operational Plan

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

2.8 – Infrastructure and Floodplain Planning and Management

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

- Floodplain Management policies, strategies, systems and programs, to enable controlled occupation of flood prone land, and to reduce the impact of flooding and flood liability;
- Policies, strategies and programs for the conveyance and management of stormwater, to improve the health and quality of our waterways;
- Topographical surveys to enable the design of new or upgrades to existing infrastructure;
- Designs for new or upgrades to existing roads, streets, traffic facilities, drainage, cycleways, footpaths, 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.

Key functions include:

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

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

Related Documents, Plans and Strategies	Relationships
• NSW Department of Environment and Heritage Floodplain Development Manual • Liverpool City Council Water Management Policy 2016 • Liverpool City Council Water Quality Management Strategy • Liverpool City Council Flood Risk Management Studies and Plans • Liverpool City Council Asset Management Policy and Strategy • Liverpool City Council Asset Management Plans (Buildings, Transport, Drainage and Open Space) • Liverpool Local Environmental Plan, 2008 • Liverpool Development Control Plans • Local Strategic Planning Statement - Connected Liverpool 2040 • Liverpool City Council Disability Inclusion Action Plan, 2024-2028 • Liverpool Bike Plan, 2023 • Liverpool City Centre Public Domain Master Plan • Western Sydney Street Design Guidelines, April 2021 • Western Sydney Engineering Design Manual, April 2021 • Australian Standards • Austroads Publications • Transport for New South Wales Cycleway Design Toolbox	• Community groups • Crown Lands • Heritage NSW • Service and Utility Authorities • Safework NSW • NSW Department of Planning and Environment • NSW Environmental Protection Authority • Transport for NSW • Western Sydney Planning Partnership • Infrastructure NSW • Office of Local Government NSW • Western Parkland City Authority • National Intermodal Corporation

Delivery Program 2025-2029

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

Planned Activities and Projects 2025-2029

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

Service Levels
Maintain infrastructure assets to a Level 3 rated condition, as specified by Council's adopted Asset Management Strategy and Plans.
Process and issue S10.7(5) flood certificates within 5 working days of receipt.
Undertake assessment of 80% development applications (DA) on flood prone land within 10 working days of receipt.

2025-2026 Operational Plan

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

2.9 – City Planning

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

Key functions include:

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

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

Related Documents, Plans and Strategies	Relationships
• Liverpool Local Strategic Planning Statement - Connected Liverpool 2040 • Liverpool Local Environmental Plan 2008 • Liverpool Development Control Plan 2008 • Contributions Plans • Liverpool Local Housing Strategy • Liverpool Centres and Corridors Strategy • Liverpool Industrial and Employment Lands Strategy	• NSW Department of Planning, Housing and Infrastructure • Transport for NSW • Schools Infrastructure (SINSW) • Sydney Water • Bradfield Delivery Authority (BDA) • Create NSW • Heritage NSW • Office of Aboriginal Affairs • NSW Government Architects • Relevant NSW Government Agencies • State and Federal MPs • Built Environment Professionals • Community Representatives • Proponents

Delivery Program 2025-2029

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

Planned Activities and Projects 2025-2029

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

Planned Activities and Projects 2025-2029

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

2025-2026 Operational Plan

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

2.10 – Land Development

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

Key functions include:

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

Strategic Objective	Liveable, Sustainable, Resilient
Relevant 10-Year Strategies	• 2I - Deliver effective and efficient planning and high-quality urban design to provide best outcomes for a growing city.
Responsibility	Director Planning and Compliance
Related Documents, Plans and Strategies	**Relationships**
• State Environmental Planning Policies • Liverpool City Council Local Environmental Plan • Liverpool City Council Development Control Plans • Liverpool City Council Development Contributions Plans	• NSW Department of Planning, Housing and Infrastructure • Regional and Local Planning Panels and Design Excellence Planning Panels. • Transport for NSW • Integrated development approval agencies. • Infrastructure agencies • Land and Environment Court of NSW • Developers and Applicants • Local Community

Delivery Program 2025-2029

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

2025-2026 Operational Plan

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

2.11 – Traffic and Transport Management

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

Key functions include:

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

Strategic Objective	Liveable, Sustainable, Resilient
Relevant 10-Year Strategies	2h - Promote and advocate for an integrated transport network with improved public transport options and connectivity.
Responsibility	Director Planning and Compliance and Director Operations
Related Documents, Plans and Strategies	**Relationships**
• Liverpool City Council City Centre Parking Strategy 2020-2030 • Future Transport Strategy • Guide to Traffic Generating Developments • Guide to Transport Impact Assessment • Liverpool City Council Local Environmental Plan • Liverpool City Council Development Control Plan • Liverpool Local Strategic Planning Statement - Connected Liverpool 2040 • Liverpool City Centre Parking Strategy 2020-2030	• Department of Planning, Housing and Infrastructure • Transport for NSW • Local Buses providers – Transit Systems • Local and Federal Members of Parliament • Endeavour Energy

Delivery Program 2025-2029

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

Planned Activities and Projects 2025-2029

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

Service Levels
Review new street light designs within 14 business days of the request and work with Endeavour Energy to replace faulty street lights.
Review Traffic Development Assessment Referrals within 21 days.
Respond to 90% of requests concerning city centre car parks within 14 business days.

2025-2026 Operational Plan

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

2.12 – Animal Management

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

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

Strategic Objective	Healthy, Inclusive, Fair
Relevant 10-Year Strategies	2e - Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks and stresses.
Responsibility	Director Planning and Compliance
Related Documents, Plans and Strategies	**Relationships**
N/A	• Royal Society for the Prevention of Cruelty to Animals (RSPCA) • Rescue Groups • Local Community

Delivery Program 2025-2029

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

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

Planned Projects and Activities 2025-2029

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

2025-2026 Operational Plan

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

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


THE PRODIGAL CHILD
SIX60



STRATEGIC OBJECTIVE 3

3 EVOLVING, PROSPEROUS, INNOVATIVE

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



10-YEAR STRATEGIES

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

10-YEAR COMMUNITY INDICATORS

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

KEY PARTNERS

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

3 EVOLVING, PROSPEROUS, INNOVATIVE

3.1 – Economic Development

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

Key functions include:

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

Strategic Objective	Evolving, Prosperous, Innovative
Relevant 10-Year Strategies	• 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. • 3e - Facilitate quality local employment and training opportunities and develop the economic capacity of local businesses and industries. • 3f - 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.
Responsibility	Director City Futures

Related Documents, Plans and Strategies	Relationships
• Liverpool City Council Economic Development Strategy 2022-2032 • Liverpool City Council Small Business Strategy 2022-2027 • Visitor Economy Plan	• Office of the 24-hour Economy Commissioner • Bradfield Development Authority • Business Western Sydney • Destination NSW • Investment NSW • Liverpool Chamber of Commerce and Industry • Liverpool Innovation Precinct • Department of Planning, Housing and Infrastructure • Service NSW • Southern Strength Agile Manufacturing Network • Study NSW • Transport for NSW • University/tertiary education sector • Western Parklands City • Western Sydney International Airport • Western Sydney Leadership Dialogue • Western Sydney Tourism Taskforce

Delivery Program 2025-2029

Economic Development

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

Planned Activities and Projects 2025-2029

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

Service Levels
Return missed phone calls within one business day.
Respond to external emails within two business days.
Answer phone calls within five rings (before being diverted).
General requests e.g. advice, information, question, contact provided within five business days.

2025-2026 Operational Plan

Economic Development		
Detailed Actions	**Annual Budget**	**Responsibility**
Identify and apply for grants and funding opportunities	Operating budget	Coordinator Innovation, Grants and Partnerships
Nominate Council projects for awards (state and federal)	Operating budget	
Target key sectors globally to attract new businesses and support existing businesses	Operating budget	Manager City Economy
Support and advocate for local and new businesses based in the Aerotropolis	Operating budget	
Develop, deliver and/or contribute to advocacy campaigns to market Liverpool	Operating budget	Manager City Economy Coordinator Innovation, Grants and Partnerships
Advocate for state funding targeted at local business support and facilitation of "shovel ready" projects	Operating budget	Manager City Economy
Facilitate new businesses opened/ registered in Liverpool	Operating budget	Coordinator Business Development
Facilitate solutions on employment-creating projects	Operating budget	
Deliver a variety of different business events targeting different industries and event styles	Operating budget	
Implement the Small Business Strategy	Operating budget	
Deliver Vibrant Streets Program	Operating budget	
Meet face-to-face (or phone) with small businesses regularly including: • Establish a regular drop-in session whereby small businesses can receive support from Service NSW • Targeted regular face to face interaction with small business where possible • Attend regular small business networks to present opportunities to engage on major projects • Referrals of businesses to services or major project opportunities	Operating budget	Coordinator Business Development
Survey local businesses to understand challenges, local economy and how to improve Council services and programs	Operating budget	

2025-2026 Operational Plan

Economic Development (continued)		
Detailed Actions	**Annual Budget**	**Responsibility**
Build capacity of small businesses: • Facilitate guest speakers and sector specialists to engage with start up and home based business groups • Leverage and promote the learning platforms available through the library such as LinkedIn learning. • Advocate for small business support to NSW Government (especially in the context of large scale changes in the Liverpool region) • Promote opportunities for local small businesses to participate in Council run events and placemaking activity • Link small businesses to training opportunities involved with development of the night-time economy in the CBD, enhancing the visitor economy and fostering innovation	Operating budget	Coordinator Business Development
Advocate for funding in conjunction with other Councils for major infrastructure projects	Operating budget	Coordinator Business Development
Contribute to and support regional circular economy initiatives	Operating budget	
Deliver four business e-newsletters annually	Operating budget	
Facilitate and partner on at least two skills development projects targeting growth sectors with identified skills shortages	Operating budget	
Develop and implement the new Visitor Economy Plan	Visitor Economy Plan Operating Budget	
Development destination website	Visitor Economy Plan Operating Budget	
Implement the night time economy and advocate to the State Government for support	Visitor Economy Plan Operating Budget	
Activate the city centre with place-based initiatives and programming such as Little India Liverpool	Visitor Economy Plan Operating Budget	
Contribute to State Government and Local Government place-based initiatives around Western Sydney Airport	Visitor Economy Plan Operating Budget	

MAJOR PROJECTS AND EVENTS 2025-2029
CONTINUED



POSITIONING LIVERPOOL AS A GLOBAL CITY AND DESTINATION

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

Project Delivery Responsibility

City Futures

Estimated Project Budget

$400,000

Project Timing

This project is scheduled to run from 2025-2029

Key Stakeholders

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

Actions

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

Project Lead

Manager City Economy

MAJOR PROJECTS AND EVENTS 2025-2029
CONTINUED



ELEVATING LIVERPOOL AS A NIGHT TIME ECONOMY PRECINCT

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

Project Delivery Responsibility

City Futures

Estimated Project Budget

$200,000 grant funded under Special Entertainment Precincts

Project Timing

This project is scheduled to run from 2026-2028

Key Stakeholders

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

Actions

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

Project Lead

Manager City Economy

MAJOR PROJECTS AND EVENTS 2025-2029
CONTINUED



PRECINCT ACTIVATION

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

Project Delivery Responsibility

City Futures

Estimated Project Budget

$300,000

Project Timing

This project is scheduled to run from 2025-2029

Key Stakeholders

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

Actions

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

Project Lead

Manager City Economy

MAJOR PROJECTS AND EVENTS 2025-2029
CONTINUED



LIVERPOOL TO THE WORLD

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

Project Delivery Responsibility

City Futures

Estimated Project Budget

$300,000

Project Timing

This project is scheduled to run from 2025-2027

Key Stakeholders

- All Government agencies

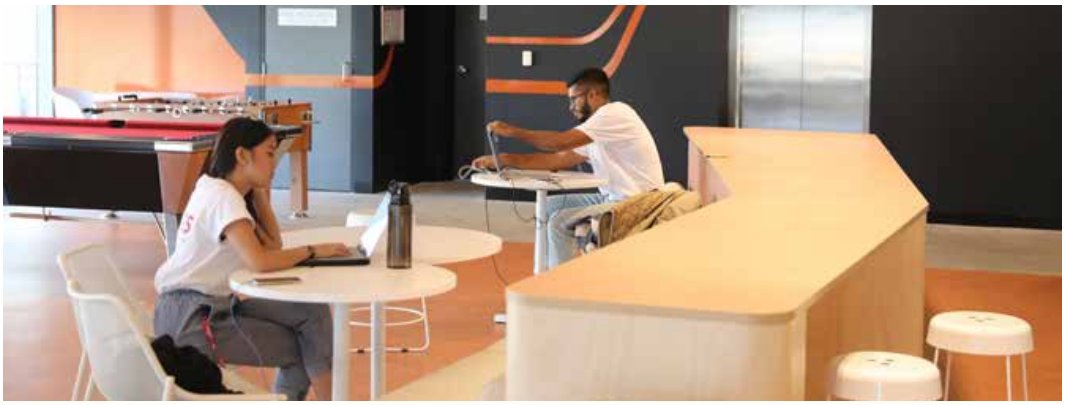
Actions

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

Project Lead

Manager City Economy

MAJOR PROJECTS AND EVENTS 2025-2029
CONTINUED



UNIVERSITY CITY

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

Project Delivery Responsibility

City Futures

Estimated Project Budget

$30,000

Project Timing

This project is scheduled to run from 2025-2029

Key Stakeholders

- Universities

Actions

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

Project Lead

Manager City Economy

3.2 – Commercial Development and Property

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

Key functions include:

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

Strategic Objective	Evolving, Prosperous, Innovative
Relevant 10-Year Strategies	3c - Market Liverpool as a business destination and attract investment to the region.
Responsibility	Director City Futures Director Corporate Support
Related Documents, Plans and Strategies	**Relationships**
• Land Acquisition Program • S7.11 Contributions Plans • Liverpool City Council Local Strategic Planning Statement - Connected Liverpool 2040 • State and Environmental Planning Policy (Sydney Region Growth Centres) 2006 • Innovation Strategy 2027 • Contributions Plans (Voluntary Planning Agreements)	• Office of Local Government NSW • Department of Planning, Housing and Infrastructure • Transport for NSW • Sydney Water

Delivery Program 2025-2029

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

Planned Activities and Projects 2025-2029

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

MAJOR PROJECTS AND EVENTS 2025-2029

PROPERTY ACQUISITIONS

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

Project Delivery Responsibility

Director Corporate Support

Director Operations

Estimated Project Budget

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

Project Timing

S7.11 land and easement acquisitions will be progressive.

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

Key Stakeholders

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

Actions

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

Project Lead

Manager Property Services

2025-2026 Operational Plan

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

3.3 – Transport Strategy and Planning

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

Key functions include:

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

Strategic Objective	Evolving, Prosperous, Innovative
Relevant 10-Year Strategies	3a - Continue to invest in improving and maintaining Liverpool's road networks and infrastructure. 3f - 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.
Responsibility	Director Planning and Compliance
Related Documents, Plans and Strategies	**Relationships**
• Local area Transport Strategies and plans • Liverpool 2050 • State Environmental Planning Policies • Liverpool City Council Local Environmental Plan • Liverpool City Council Development Control Plans • Liverpool City	• Transport for NSW. NSW Department of Planning, Housing and Infrastructure • Regional and Local Planning Panels and Design Excellence Planning Panels • Integrated development approval agencies • Infrastructure agencies

Delivery Program 2025-2029

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

Planned Activities and Projects 2025-2029

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

2025-2026 Operational Plan

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

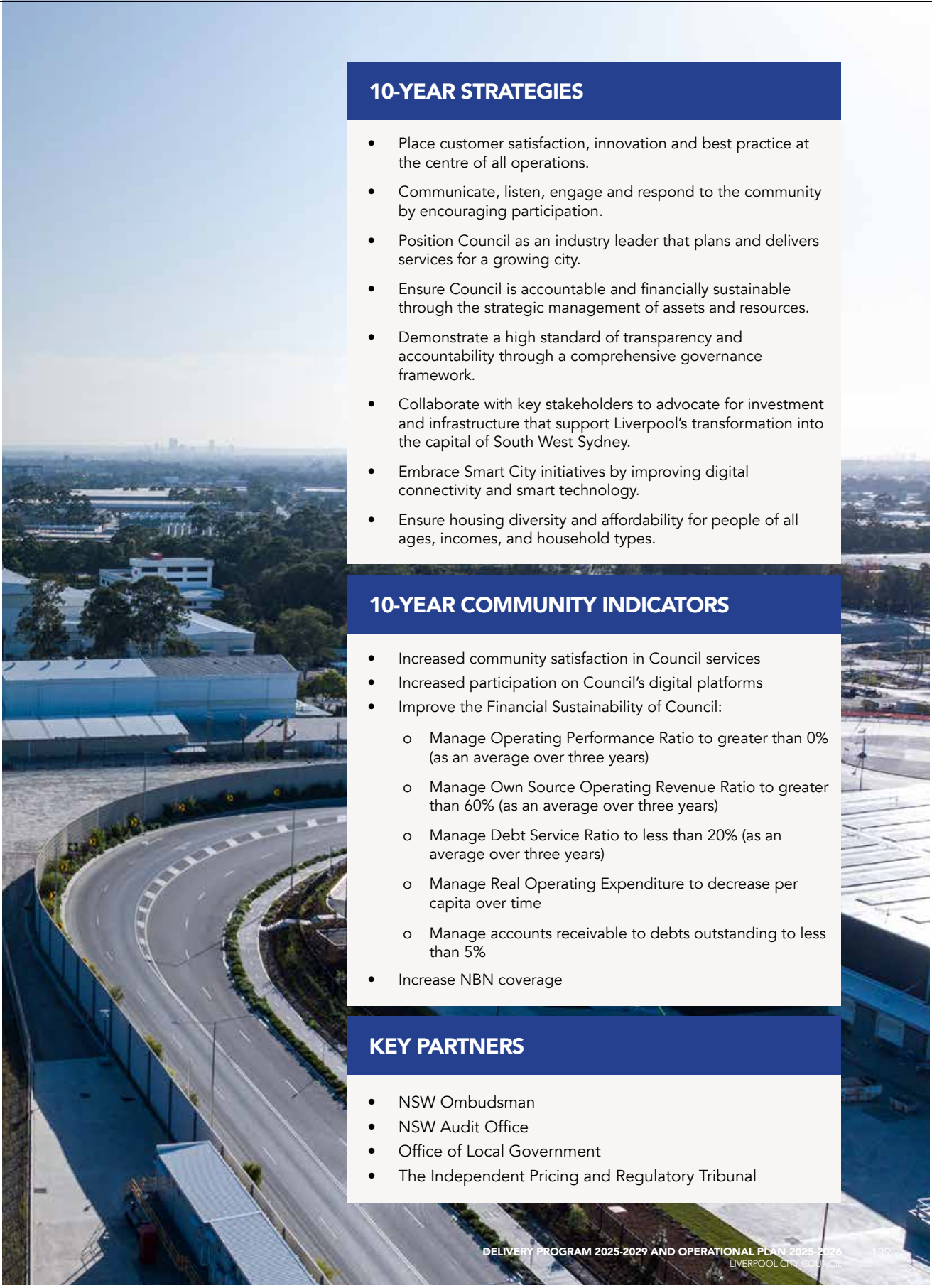


STRATEGIC OBJECTIVE 4

4

VISIONARY, LEADING, RESPONSIBLE

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



10-YEAR STRATEGIES

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

10-YEAR COMMUNITY INDICATORS

- Increased community satisfaction in Council services
- Increased participation on Council's digital platforms
- Improve the Financial Sustainability of Council:
  - Manage Operating Performance Ratio to greater than 0% (as an average over three years)
  - Manage Own Source Operating Revenue Ratio to greater than 60% (as an average over three years)
  - Manage Debt Service Ratio to less than 20% (as an average over three years)
  - Manage Real Operating Expenditure to decrease per capita over time
  - Manage accounts receivable to debts outstanding to less than 5%
- Increase NBN coverage

KEY PARTNERS

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

4 VISIONARY, LEADING, RESPONSIBLE

4.1 – Customer Service

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

Key functions include:

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

Strategic Objective	Visionary, Leading, Responsible
Relevant 10-Year Strategies	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.
Responsibility	Director Customer Experience and Business Performance
Related Documents, Plans and Strategies	**Relationships**
• Customer Experience Policy • Customer Experience Framework	• State Records NSW • Customers of Council

Delivery Program 2025-2029

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

Planned Activities and Projects 2025-2029

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

Service Levels
Operation of three face to face customer service hubs across the local government area.
85% of calls answered at the call centre.

2025-2026 Operational Plan

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

MAJOR PROJECTS AND EVENTS 2025-2029



CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM

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

Project Delivery Responsibility

Director Customer Experience and Business Performance

Estimated Project Budget

Estimated

Project Timing

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

Key Stakeholders

- Local Community
- Customers and community members of the LGA

Actions

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

Project Lead

Director Customer Experience and Business Performance

4.2 – Governance and Corporate Management

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

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

Strategic Objective	Visionary, Leading, Responsible
Relevant 10-Year Strategies	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.
Responsibility	Director Customer Experience and Business Performance Director Corporate Support Director City Futures Director Community and Lifestyle

Related Documents, Plans and Strategies	**Relationships**
• Integrated Planning and Reporting Guidelines for Local Government for NSW • Liverpool City Council WHS Management Systems • Liverpool City Council Enterprise Risk Management Strategy • Liverpool City Council Risk Management Plan • Annual ARIC Report • Liverpool City Council Workforce Management Strategy 2022-2026 (and upcoming 2025-2029 for new Council period) • Legal Services Policy • Code of Conduct Procedures • Data Breach Policy • Privacy Policy • Public Interest Disclosures Policy • Civic Expenses and Facilities Policy • Conflict of Interest Policy • Gifts and Benefits Policy • Fraud and Corruption Prevention Policy • Secondary Employment Policy • Unsolicited Proposals Policy • Complaints and Compliments Policy • Access to Council Information Guide • Liverpool City Council Procurement Policy • Liverpool City Council Procurement Standard	• Office of Local Government NSW • NSW Electoral Commission • Mayor and Councillors • Resilient Sydney Office • Business Western Sydney • Western Sydney Leadership Dialogue • Committee for Sydney • Committee for Liverpool • Information and Privacy Commission NSW • Council suppliers • Audit, Risk and Improvement Committee • Audit Office NSW and External auditors • State Insurance Regulatory Authority • NSW Ombudsman • NSW Department of Customer Service • SafeWork NSW • Anti-Discrimination Commission • Aurion (subsidiary of RFG Staffing) • Litmos (subsidiary of Francisco Partners) • Active Superannuation • Innovated Leasing Pty Ltd • Converge International • Xref Ltd • Independent Commission Against Corruption • Legal Services Panel • Probity Panel • Investigation Services Panel • Local Government Procurement • TechnologyOne

Delivery Program 2025-2029

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

Delivery Program 2025-2029

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

Planned Activities and Projects 2025-2029

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

Planned Activities and Projects 2025-2029

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

Planned Activities and Projects 2025-2029

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

Service Levels
Maintenance of public Wi-Fi across nominated sites.
Coordinate and deliver Council's monthly meeting agenda papers and meeting minutes.
Council meeting agenda and business papers posted on Council's website at least three days before the Council meeting in line with the Code of Meeting Practice.
Council meeting minutes posted on Council's website within 48 hours of the meeting.

2025-2026 Operational Plan

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

2025-2026 Operational Plan

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

MAJOR PROJECTS AND EVENTS 2025-2029



FIT FOR PURPOSE ENTERPRISE APPLICATIONS

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

Project Delivery Responsibility

Director Customer Experience and Business Performance

Estimated Project Budget

Estimated $9.5 million

Project Timing

This project is scheduled to run from FY26 to FY30

Key Stakeholders

- Local Community

Actions

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

Project Lead

Chief Information Officer

MAJOR PROJECTS AND EVENTS 2025-2029



CONTRACTS MANAGEMENT SYSTEM

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

Project Delivery Responsibility

Corporate Support

Estimated Project Budget

$150,000

Project Timing

2025-2027

Key Stakeholders

- Information Technology
- Finance
- Executive Leadership team

Actions

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

Project Lead

Manager Strategic Procurement and Contracts

4.3 – Financial Management

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

Key functions include:

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

Strategic Objective	Visionary, Leading, Responsible
Relevant 10-Year Strategies	4d – Ensure Council is accountable and financially sustainable through the strategic management of assets and resources.
Responsibility	Director Corporate Support
Related Documents, Plans and Strategies	**Relationships**
• Office of Local Government/ NSW T-Corp performance benchmarks • Australian Accounting Standards • Office of Local Government Code of Accounting Practice	• Office of Local Government • Audit Office of NSW • Investment Advisors • Financial Institutions • Australian Taxation Office • Revenue NSW

Delivery Program 2025-2029

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

Planned Activities and Projects 2025-2029

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

2025-2026 Operational Plan

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

4.4 – Communications

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

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

Strategic Objective	Visionary, Leading, Responsible
Relevant 10-Year Strategies	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.
Responsibility	Director City Futures
Related Documents, Plans and Strategies	**Relationships**
N/A	• Mayor and Councillors • Local community • Community groups • Strategic partners e.g. Western Sydney International Airport

Service Levels
Manage communications across print, email, web and social.
Deliver quarterly printed editions of Liverpool Life free community magazine.
Manage responses to comments and direct messages via Council's official social media communications channels.
Provide communications on behalf of the Council to the media, including media releases.

2025-2026 Operational Plan

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

MAJOR PROJECTS AND EVENTS 2025-2029



REVITALISATION OF COUNCIL WEBSITES

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

Project Delivery Responsibility

Director City Futures

Estimated Project Budget

$1 million

Project Timing

This project is scheduled to run from 2025-2029

Key Stakeholders

- Squiz – current CMS supplier but this is subject to an upcoming tender
- Internal – relevant to all departments but particularly so for IT and Customer Service

Actions

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

Project Lead

Manager Communications Marketing and Brand

4.5 – Community Engagement

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

Key functions include:

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

Strategic Objective	Visionary, Leading, Responsible
Relevant 10-Year Strategies	4b - Communicate, listen, engage and respond to the community by encouraging participation.
Responsibility	Director Community and Lifestyle Director City Futures
Related Documents, Plans and Strategies	**Relationships**
• Integrated Planning and Reporting Guidelines for Local Government in NSW • Liverpool Council Community Engagement Strategy 2024 • Liverpool Council Community Participation Plan 2022 • International Association for Public Participation (IAP2)	• Office of Local Government NSW • Mayor and Councillors • Local Community • Stakeholders

Delivery Program 2025-2029

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

Planned Activities and Projects 2025-2029

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

2025-2026 Operational Plan

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

4.6 – Advocacy and Partnerships

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

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

Strategic Objective	Visionary, Leading, Responsible
Relevant 10-Year Strategies	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.
Responsibility	Director City Futures Director Planning and Compliance
Related Documents, Plans and Strategies	**Relationships**
• Integrated Planning and Reporting Guidelines for Local Government in NSW • Liverpool Council Community Engagement Strategy 2024 • Liverpool Council Community Participation Plan 2022 • Stakeholder Engagement Strategy	• Office of Local Government NSW • Local and Federal Members of Parliament • Mayor and Councillors • Local Community • Resilient Sydney Office • Business Western Sydney • Western Sydney Leadership Dialogue • Committee for Sydney • Committee for Liverpool • Department of Planning, Housing and Infrastructure • Transport for NSW • Sydney Metro • Urban Development Institute of Australia (UDIA) • Property Council

2025-2026 Operational Plan

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

ABBREVIATIONS USED IN THIS DOCUMENT

AECG	Aboriginal Education Consultative Group
ALIA	Australian Library and Information Association
ANZAC	Australian and New Zealand Army Corps
APRA	Australasian Performing Right Association
ARIC	Audit Risk and Improvement Committee
CALD	Culturally and Linguistically Diverse
CBD	Central Business District
CCTV	Closed-circuit television
CEO	Chief Executive Officer
CPAC	Casula Powerhouse and Arts Centre
CPI	Consumer Price Index
CSIRO	Commonwealth Scientific and Industrial Research Organisation
CSP	Community Strategic Plan
DA	Development Assessment
DCP	Development Control Plan
DEP	Design Excellence Panel
DESE	Department of Education, Skills and Employment
DIAP	Disability Inclusion Action Plan
EPA	Environment Protection Authority
ERP	Environment Restoration Plan
EVP	Employee Value Proposition
FBT	Fringe Benefits Tax
FOGO	Food Organics and Garden Organics
FTE	Full Time Employees
GMD	Governor Macquarie Drive
GST	Goods and Services Tax
HPE	Hewlett Packard Enterprise
HSC	Higher School Certificate
IP&R	Integrated Planning and Reporting

JLL	Jones Lang LaSalle
KPIs	Key Performance Indicators
KRAs	Key Result Areas
LCAP	Liverpool Climate Action Plan
LEP	Local Environmental Plan
LTFP	Long-Term Financial Plan
LGA	Local Government Area
LGIAN	Local Government Internal Audit Network
LSPS	Local Strategic Planning Statement
MPs	Members of Parliment
NABERS	National Australian Built Environment Rating System
NAIDOC	National Aborigines and Islanders Day Observance Committee
NBN	National Broadband Network
NCHP	National Community Hubs Program
NGO	Non-Government Organisations
NSW	New South Wales
OAWG	Office of Australian War Graves
OLG	Office of Local Government
ORICL	Observe, Reflect, Improve Children's Learning
POD	People and Organisational Development
RAP	Reconciliation Action Plan
RFS	Rural Fire Service
RMS	Roads and Maritime Services
RSPCA	Royal Society for the Prevention of Cruelty to Animals
SIC	Special Infrastructure Contribution
SES	State Emergency Service
STEM	Science, Technology, Engineering and Mathematics
SWSLHD	South Western Sydney Local Health District
TAFE	Technical and Further Education
TCorp	Treasury Corporation
TfNSW	Transport for NSW
WHS	Work Health and Safety
WMS	Workforce Management Strategy
WSROC	Western Sydney Regional Organisation of Councils

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LIVERPOOL CITY COUNCIL

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RESOURCING STRATEGY

LONG TERM FINANCIAL PLAN



2026-2035

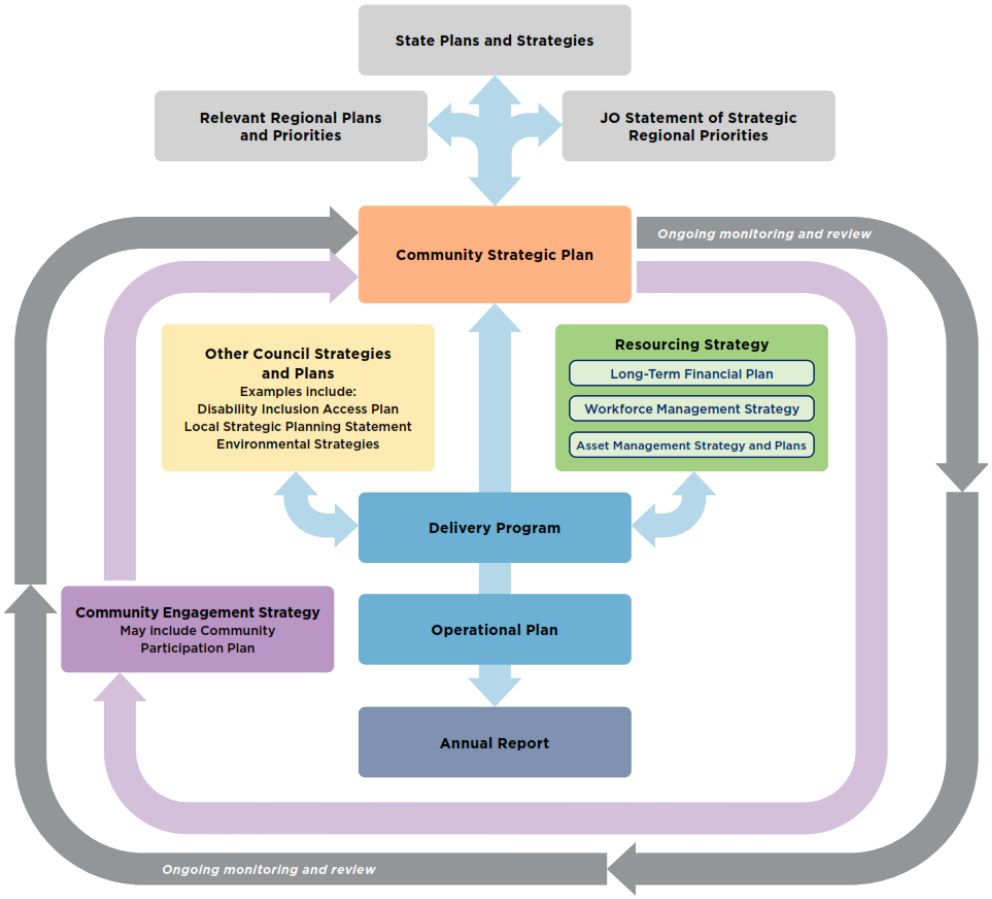


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Legislative framework

The Long-Term Financial Plan (LTFP) is a key part of the resourcing strategy developed and reported under the NSW Integrated Planning and Reporting Framework pursuant to s403 (2) of the Local Government Act 1993.



The LTFP is an important part of Council's strategic planning process. This is the point where long-term community aspirations and goals are tested against financial realities. The overall objective of the LTFP is to express in financial terms the activities Council proposes to undertake over the short, medium, and long term. Its purpose is to provide a sound basis for strategic decision making and to guide future strategies and actions of Council to ensure that it continues to operate in a financially sustainable manner.



The LTFP is a decision-making tool that assists Council to understand the financial impacts of the strategic choices it makes in relation to its core and other ancillary services. The LTFP is a guide for future action, to be reviewed and updated annually, and addresses the following:

- The resilience of Council to withstand future financial shocks.
- Opportunities for future income and economic growth.
- Whether Council can afford the services the community demands.
- How council can achieve agreed outcomes with the community.

The LTFP is prepared for a 10-year period and includes:

- Projected income and expenditure, balance sheet and cash flow statement.
- Planning assumptions.
- Sensitivity analysis, highlighting factors and assumptions most likely to impact the LTFP.
- Financial modelling for different scenarios.
- Methods of monitoring financial performance.
- Major capital and operational expenditure implications.

Strategic financial objectives

Council's strategic financial objectives resulting in the development of its 2025-26 budget and its LTFP, are all guided by the overriding principles of sound financial management as defined in Section 8B of the Local Government Act 1993. These include:

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



Financial sustainability and performance measurement

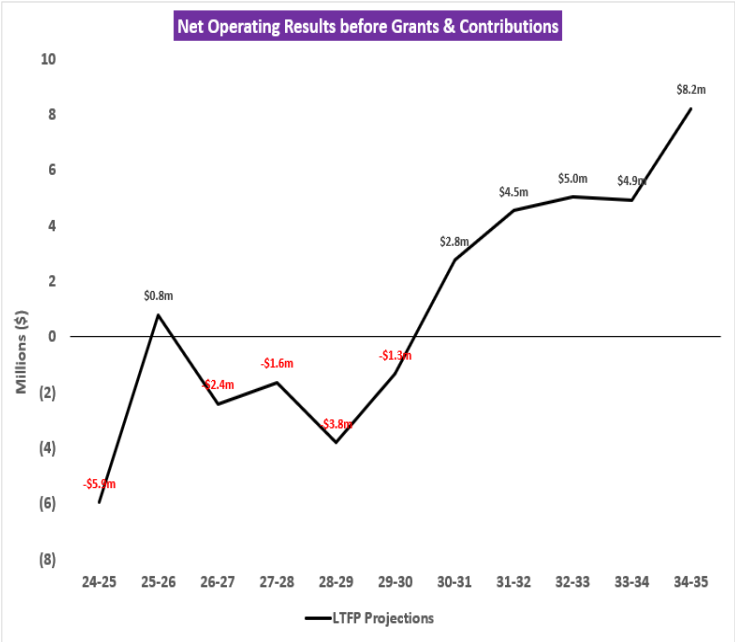
Council uses financial ratios prescribed by the NSW Office of Local Government to assess financial sustainability and is working towards achieving each of the benchmarks.

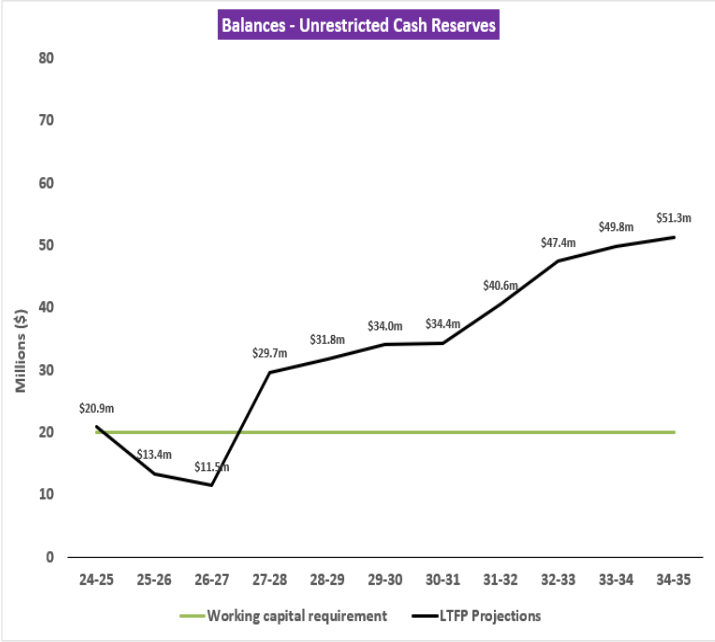
Indicator	Qualitative measure	Benchmarks
Operating performance		
Operating performance ratio	Measures the extent to which a council has succeeded in containing operating expenditure within operating revenue.	Greater than 0%
Own source operating revenue ratio	Measures council's fiscal flexibility and is the degree of reliance on external funding sources, for example, operating grants and contributions.	Greater than 60%
Liquidity		
Unrestricted current ratio	Specific to local government and designed to assess adequacy of working capital and ability to satisfy short-term obligations for unrestricted activities of council.	Greater than 1.5x
Cash expense cover ratio	Indicates the number of months a council can continue to pay for immediate expenses without additional cash inflow.	Greater than 3 months
Outstanding rates and annual charges	Used to assess impacts of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.	Less than 5%



Indicator	Qualitative measure	Benchmarks
Debt management		
Debt service cover ratio	Measures availability of operating cash to service debt including interest, principal and lease payments.	Greater than 2x
Debt service ratio	Indicates amount of general income used to repay debt and interest charges.	Greater than 0 but less than 20%
Interest cover ratio	Indicates the extent to which Council can service interest bearing debt and take on additional borrowings.	Greater than 4x
Infrastructure & service management		
Indicator	**Qualitative measure**	**Benchmarks**
Asset maintenance ratio	Compares actual versus required annual asset maintenance.	Greater than 100%
Infrastructure backlog ratio	Shows the proportion of the infrastructure backlog against the total value of a council's infrastructure.	Less than 2%
Building and infrastructure renewal ratio	Compares the rate of asset renewal (buildings and infrastructure) against the rate at which they are depreciating.	Greater than 100%

The net operating result (before capital grants and contributions) and level of unrestricted cash reserves are two main indicators of financial performance and sustainability. The projected result of Council's strategic plans on operating results and unrestricted cash reserves over the next 10 years is illustrated below.





Based on the LTFP, Council's financial performance against sustainability ratios is provided in the table below:



Indicators	2023-24 Actual	2024-25 Forecast	2025-26 Budget	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Operating Performance												
Operating performance ratio	-4.2% ✗	-2.6% ✗	1.0% ✓	-0.6% ✗	-0.6% ✗	-0.4% ✗	0.5% ✓	1.7% ✓	2.3% ✓	2.5% ✓	2.4% ✓	3.1% ✓
Own source operating revenue ratio	62.9% ✓	61.4% ✓	55.8% ✗	65.5% ✓	66.3% ✓	74.2% ✓	77.0% ✓	77.7% ✓	78.4% ✓	78.1% ✓	78.8% ✓	79.4% ✓
Liquidity												
Unrestricted current ratio	0.8 ✗	1.8 ✓	1.1 ✓	1.3 ✓	1.2 ✓	1.8 ✓	1.9 ✓	2.3 ✓	2.5 ✓	2.7 ✓	2.7 ✓	2.7 ✓
Cash expense cover ratio	11.6 ✓	13.3 ✓	11.8 ✓	11.7 ✓	12.2 ✓	10.0 ✓	9.8 ✓	9.0 ✓	8.9 ✓	8.4 ✓	8.0 ✓	7.7 ✓
Rates and annual charges outstanding %	8.5% ✗	7.0% ✗	7.0% ✗	7.0% ✗	7.0% ✗	7.0% ✗	7.0% ✗	7.0% ✗	7.0% ✗	7.0% ✗	7.0% ✗	7.0% ✗
Debt Management												
Debt service cover ratio	1.8 ✗	2.5 ✓	2.5 ✓	2.6 ✓	2.7 ✓	3.2 ✓	2.6 ✓	3.7 ✓	5.2 ✓	6.2 ✓	6.5 ✓	6.9 ✓
Debt service ratio	9.5% ✓	9.5% ✓	8.6% ✓	8.1% ✓	7.8% ✓	14.1% ✓	6.0% ✓	5.8% ✓	4.0% ✓	3.3% ✓	3.1% ✓	3.0% ✓
Interest cover ratio	6.6 ✓	5.7 ✓	7.2 ✓	7.7 ✓	8.4 ✓	10.8 ✓	11.7 ✓	13.7 ✓	15.8 ✓	18.0 ✓	19.9 ✓	22.9 ✓
Infrastructure & Service Management												
Building & infrastructure renewals ratio	28% ✗	103% ✓	180% ✓	53% ✗	57% ✗	56% ✗	39% ✗	52% ✗	53% ✗	53% ✗	75% ✗	74% ✗
Infrastructure backlog ratio	2.3% ✗	1.5% ✓	1.3% ✓	1.4% ✓	1.3% ✓	1.3% ✓	1.5% ✓	1.5% ✓	1.5% ✓	1.4% ✓	1.4% ✓	1.4% ✓
Asset maintenance ratio	95% ✗	88% ✗	76% ✗	82% ✗	79% ✗	78% ✗	78% ✗	77% ✗	75% ✗	77% ✗	78% ✗	79% ✗

Risks and opportunities

Operating environment

Financial sustainability is a key challenge facing Council due to several factors. In many cases external factors exert significant pressure on Council's long-term financial sustainability. These include:

- Regulatory Environment - Council operates in a highly regulated environment driven by the Local Government Act 1993 that defines the scope and boundaries of Council's role and the way it must conduct its business. A number of fees and charges are not set by Council but apply at legislated values. These rates may not be reflective of the actual cost to delver services.

- Wider State Environment - The focus of Council services delivery is impacted by the State Government in relation to the availability of external funding and key state-wide priorities for growth and management.

- Rate-pegging - Council's ability to align rating revenues with the increased cost of providing local government services has been constrained for many years by rate- pegging, a legislative instrument whereby the maximum increase in rating revenues is set by the NSW Independent Pricing and Regulatory Tribunal (IPART). The NSW State Government only applied a growth factor to the calculation since 2022 despite Liverpool LGA growing for decades.

- Industry Award – Annual award increases to staff salaries is determined by industry representatives including LGNSW and staff unions, over which Council has no control.

- Hazardous Waste Management – Presence of asbestos waste material is widespread in the Liverpool LGA. PFAS material has also been found contaminating various sites within the LGA. Due to public safety concerns, Council has responsibility to clean up these sites at a standard prescribed by the NSW Environmental Protection Authority.

- Growth and Urban Development – Liverpool's growing population is increasing demands on existing infrastructure and services. Expanding urban development is placing considerable pressure on the natural environment including exposure to a range of pollutants from industrial, commercial, and household waste and increased traffic.

- Cost-shifting – Cost-shifting describes the situation where the responsibility for, or the cost of, providing certain services or regulatory functions are "shifted" from a higher level of government without the provision of corresponding funding or an ability to raise revenue to adequately fund the shifted responsibility. Examples of cost shifting that impact on



Council's financial performance and place additional pressure on its financial sustainability include:

- contribution for emergency services
- inadequate funding for public libraries.
- inadequate reimbursement of pensioner rate rebates.
- cost of regulation of companion animals.
- flood mitigation works.
- transfer of assets without appropriate funding for annual maintenance.
- cost of citizenship ceremonies.
- Cost of administering and enforcing environmental regulations.

The above factors mean that, as with many councils in NSW, Liverpool City Council is faced with an "Income Gap" with costs increasing at a greater rate than revenue. This income gap has been where possible, addressed by way of productivity gains and efficiency savings. However, service level reductions could potentially occur if this structural funding issue is not addressed.

Population Growth

Liverpool is experiencing rapid population growth, positioning it as one of Sydney's fastest-growing regions with a projected population of 306,000 people by 2034.

This surge is driven by a combination of overseas migration, urban release developments, and redevelopment in established areas. The substantial growth underscores the need for strategic planning in infrastructure, housing, and services to accommodate the expanding community.

Transformation Projects

(i) Circular Economy Centre

Effectively managing waste and maximising recycling opportunities remains a key strategic objective of Council. To advance this commitment, Council has acquired the property at 600 Cowpasture Road and plans to relocate its domestic waste management operations from the existing Rose Street Depot.

The increased operational capacity at the new site has enabled the establishment of an on-site mattress shredding facility. This initiative supports Council's sustainability objectives by diverting waste from landfill and generating revenue through service provision to neighbouring



Councils and other businesses expected to utilise the facility for mattress drop-off and processing.

In addition, Council has partnered with the University of New South Wales to trial an innovative recycling solution that converts shredded mattress flock into tiles and pavers, further promoting a circular economy approach. The revenue that can be reliably measured at this stage has been included in the LTFP.

(ii) Western Sydney International Airport (WSIA)

The development of the Bradfield City Centre and the Western Sydney International (Nancy-Bird Walton) Airport is expected to deliver significant benefits to the Liverpool Local Government Area (LGA). As a key gateway to the Aerotropolis, Liverpool is strategically positioned to benefit from major infrastructure investments, improved connectivity, and a projected surge in job creation across sectors such as aerospace, advanced manufacturing, logistics, health, and education. The associated growth will stimulate local business activity, attract investment, and support population growth across the region.

In addition, Council is expecting to enter into negotiations with the WSIA for payment of a rates-equivalent sum to maintain growing demands on services and infrastructure maintenance and renewals, ensuring the community benefits financially from the area's long-term development. A notional sum has been included in FY 2026/27 and forward years.

Council has also established an Aerotropolis Contributions Plan to collect developer contributions to deliver local infrastructure in the new development area.

(iii) **Organisation Restructure**

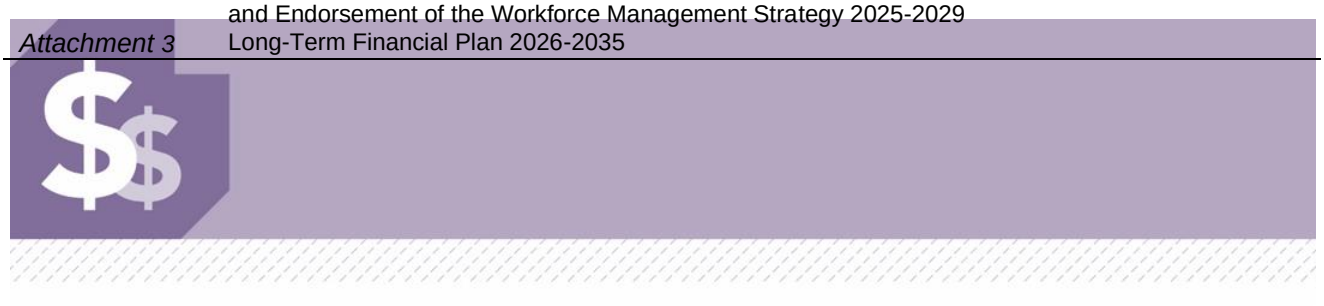
The Local Government Act mandates that Council review its organisational structure within 12 months of an election. In line with this requirement, Council is currently undertaking a comprehensive organisational restructure. This process involves the realignment of service areas to improve service delivery coordination, eliminate operational silos, establish a more responsive and efficient service delivery model.

The restructure aims to streamline roles and responsibilities, foster better communication between departments, and allocate resources more effectively in alignment with the community's priorities.

In addition to enhancing operational efficiency, the restructure is expected to generate recurring cost savings, which will support a stable and controlled trajectory for growth in Council's employee related expenditure.

By implementing these changes, Council is positioning itself for long-term financial sustainability and to better serve the local community.

Identified structural savings commencing in FY 2025-26 have been incorporated in the LTFP.



(iv) Project 26

Liverpool City Council manages a diverse property portfolio, including community and commercial facilities, parks, and public assets. Guided by its Community Strategic Plan (CSP) and supporting Asset Management Strategy, Council aims to rationalise and modernise ageing infrastructure to meet current and future needs.

To align with the transformational impact of the 2026 opening of the Western Sydney International Airport, Council has launched Project 26, a major initiative to future-proof the organisation. Project 26 comprises four key initiatives:

1. Increasing and maximising revenue streams

2. Maximising operational efficiencies and cost reductions

3. Investment in Information Technology to enable people and systems optimisation

4. Asset optimisation to ensure best use of Council resources.

The goals of Project 26 are to increase revenue (excluding contributions), significantly reduce debt, and create a more efficient workforce. Ultimately, the project seeks to boost investment in the community, infrastructure, and staff, aligning with the vision of the CSP.

The economic benefits that will be realised have not at this stage been included in the LTFP.

(v) Western Sydney Infrastructure Grant Program (WSIG)

The NSW State Government under its WSIG Program has approved more than $150m to fund several key infrastructure projects the in Liverpool LGA. These projects include:

- Carnes Hill Aquatic & Leisure Centre project
- Recreation area at Brickmakers
- Upgrade to Light Horse Park
- Upgrade of Macquarie Street
- Upgrade of Scott Street
- Upgrade of Railway Street

Public Inquiry

The NSW Government has launched a public inquiry (under Section 438U of the Local Government Act 1993) into the functions and operations of the elected Council and the Council's administration. The Commissioner of Inquiry is expected to report on findings in the 2025-26 financial year. No provisions have been made in the LTFP for any financial implications resulting from any findings or determinations that may result from the Inquiry.



Long-Term Financial Plan assumptions

The LTFP assumes continuation of Council services at current levels, consistent with its Community Strategic Plan. In developing the budget and LTFP, consideration was given to:

- Demands on core services that must be satisfied during the planning cycle.
- Initiatives to improve service delivery and capitalise on growth opportunities.
- Statutory obligations that may be applicable (such as in the pricing policy), and
- Asset and resource management requirements that satisfy service delivery demands including investments in new infrastructure.

Population and indexations

The table below provides details of expected population and rateable properties growth as well as estimates of expected increases in service costs (represented by CPI increases), employment costs and income from rates ad annual charges.

	2024-25 Forecast	2025-26 Budget	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Population	257,175	262,171	267,714	273,257	278,800	284,343	289,887	295,302	300,717	306,132	311,547
Number of Rateable Properties	82,807	83,907	85,407	86,907	88,407	89,907	91,407	92,907	94,407	95,907	97,407
Consumer Price Index	3.5%	3.0%	2.8%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
IPART Rate Peg	4.1%	6.0%	4.3%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Local Government Award	3.5%	3.0%	2.8%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

Revenue assumptions

Ordinary rates

Under its new methodology, the NSW Independent Pricing and Regulatory Tribunal (IPART) set the maximum allowable increase to Council's 2025-26 rates income at 6%, comprising a general increase component of 3.8% and a population growth factor of 2.2%. Council's 2025-26 budget incorporates a 6.0% rate variation in line with the IPART determination. The LTFP assumes annual rate increases of 4.25% for 2026–27 and 4% in forward years.

No special rate variations have been included in the 10 year projections.

Domestic Waste Management Charge

In accordance with Section 504 of the Local Government Act 1993, income obtained from charges for domestic waste management (DWM) must be calculated to not exceed the



reasonable cost to the Council for providing those services. The DMW charge in 2025-26 has been set to increase by $50 per household to align with new contract pricing, additional CEC operating costs and CPI adjustments. The LTFP assumes the annual DMW charge will increase on average by 2.5% from 2026-27. This position will continue to be monitored as successful implementation of the Circular Economy Centre (CEC) may result in further cost increases (or reductions) in further years.

Environment Levy

The Environment Levy was introduced in 2006-07 following a successful application to the Minister for Local Government for a special rate variation. The money collected from the levy is used to fund works identified in the Environment Restoration Plan and in particular to strategically address environmental issues in rural and urban areas of the city and support local environmental groups in restoring sites around Liverpool.

City Development Fund

The City Development Fund (CDF) is a special levy based on the rateable land value of all commercially zoned properties within an agreed boundary containing the Liverpool City Centre and collected for the purpose of improvements to the amenity and enhancement of the City Centre. The CDF is to be spent only on projects within that boundary which improve all or any of the following aspects of the city centre including image, role, urban design, safety, recreation, public art, heritage, economic development and general amenity.

Storm Water Management Service Charge

Council first introduced the Storm Water Management Service Charge for residential and business properties in 2008–09. A flat $25 per lot charge is intended to ensure that the maintenance, renewal, and improvements to Liverpool's storm water system is adequately funded. The LTFP assumes no increases to the base rate, however, has been adjusted for growth.

	2023-24 Actual $'000	2024-25 Revised $'000	2025-26 $'000	2026-27 $'000	2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000	2031-32 $'000	2032-33 $'000	2033-34 $'000	2034-35 $'000
Ordinary Rates	119,245	126,472	134,999	142,078	149,148	156,539	164,271	172,350	180,798	189,636	198,874	208,534
Domestic Waste Management Services	46,288	49,067	55,906	56,286	58,948	63,247	67,671	72,221	76,431	80,749	84,691	89,359
Environment Levy	2,015	2,143	2,276	2,395	2,513	2,636	2,764	2,897	3,035	3,179	3,329	3,485
City Development Fund	1,406	1,476	1,564	1,631	1,696	1,764	1,834	1,908	1,984	2,064	2,146	2,232
Stormwater Management Services	1,743	1,779	1,810	1,840	1,870	1,900	1,930	1,960	1,990	2,020	2,050	2,080
Miscellaneous - On Site Sewerage Management	247	236	245	251	258	264	271	277	284	292	299	306
Total	170,944	181,172	196,799	204,481	214,433	226,350	238,742	251,614	264,523	277,940	291,389	305,996



User fees and charges

Council can raise revenue through the adoption of a fee or charge for services or facilities. The fees and charges which Council can charge are split into two categories:

- Regulatory fees – These fees are generally determined by State Government legislation, and primarily relate to building, development or compliance activities. Council has no control over the calculation or any annual increase of these fees and charges.
- Non-regulated fees - Council has the capacity to determine the charge or fee for discretionary works or services such as the use of community facilities and access to community services.

Council applies the general principle that fees and charges should be set at appropriate levels that reflect user pay principles. The annual rate of increase has been forecast at 3.8% for 2025-26, 2.75% for 2026-27 and 2.5% for 2027-28 onwards.

	2023-24 Actual $'000	2024-25 Revised $'000	2025-26 $'000	2026-27 $'000	2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000	2031-32 $'000	2032-33 $'000	2033-34 $'000	2034-35 $'000
Planning & Building Regulation Fees	3,532	3,390	2,532	2,741	3,250	2,958	2,767	2,976	2,985	2,995	3,005	3,015
Parking Fees	3,310	3,481	3,746	3,849	3,945	3,848	3,944	4,042	4,143	4,247	4,353	4,462
Child Care Fees	2,174	3,814	3,684	3,785	3,880	3,977	4,076	4,178	4,283	4,390	4,500	4,612
Community & Recreational Facilities Hire	1,323	1,473	1,557	1,599	1,639	1,680	1,722	1,766	1,810	1,855	1,901	1,949
Other Statutory Regulatory Fees	1,039	1,069	1,108	1,138	1,166	1,194	1,223	1,253	1,283	1,314	1,346	1,379
Other Fees & Charges	6,629	4,725	5,213	5,269	5,376	5,408	5,441	5,475	5,509	5,544	5,580	5,618
Total	18,007	17,953	17,840	18,381	19,256	19,065	19,174	19,690	20,013	20,345	20,686	21,034

Interest and investment revenue

Council has an investment portfolio comprising a diversified mix of bank term deposits and Floating Rate Notes (FRNs) to achieve its policy objective of maximising returns from authorised investments and minimising risk. Council also uses independent professional investment advisory services in the management of its investment assets. Council's investment policy is in accordance with the current Ministerial Investment Order and the Investment Guidelines issued by State Government.

The forecasted interest revenue is based on the estimated cash balances and estimated average portfolio yield at the end of the financial year.

Financial Assistance Grants

The Federal Government Financial Assistance (FAG) program consists of two components:



- A general-purpose component which is distributed by the NSW Grants Commissions on a per capita basis; and
- An identified local road component which is distributed according to fixed historical shares.

Both components of the grant are untied allowing Council to spend the grants according to local priorities.

The FAG is anticipated to remain at a constant level without any annual indexation on the current $10.3 million for 2025-26.

Other Operating Grants

These are mostly specific purpose grants from NSW State Government agencies. Although the operating grants vary each year dependent on the programs, the assumption applied is that Council will continue to receive the current level of grant support. Since operating grants generally have matching operating expenditures, there is no substantive impact on net cost of services.

Section 7.11 Developer Contributions

Section 7.11 of the *Environmental Planning and Assessment Act (1979)* enables Council to collect contributions towards the provision, extension or augmentation of public amenities and services required as a consequence of development. For Council to levy contributions there must be a clear nexus between the proposed development and the need for the public service or amenity for which the levy is required. These funds are held separately to Council's general income and can only be applied to the provision of services and amenities identified in Council's Developer Contributions Plan. The delivery of works funded by developer contributions is subject to the timing of receipts. The LTFP projections are based on estimated levels of development in the Liverpool LGA.

Rental: Investment and Other Properties

Council has a number of properties on lease, including new commercial offices in Liverpool Civic Place, Council's ex-office buildings at 33 Moore Street, and 3 Hoxton Park Road, and old library building. The income included in the LTFP includes rental yield based on current and proposed lease agreements.

Other Revenue

Income from Council's non-core activities are also included in the LTFP are based on current levels, comprising:

	2023-24 Actual $'000	2024-25 Revised $'000	2025-26 $'000	2026-27 $'000	2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000	2031-32 $'000	2032-33 $'000	2033-34 $'000	2034-35 $'000
Parking & Other Fines	3,381	5,130	5,309	5,133	5,149	5,165	4,681	4,698	4,716	4,734	4,752	4,771
Ex Gratia Payments *	2,284	2,346	2,436	5,503	5,565	5,629	5,695	5,762	5,831	5,902	5,975	6,049
Restoration Works - Cost Recovery	2,368	2,518	2,518	2,519	2,519	2,520	2,520	2,521	2,521	2,522	2,522	2,523
Sales General (CPAC/Cafes/Events/Recycled Materials)	806	1,749	816	838	859	881	903	925	949	972	997	1,022
Miscellaneous	2,869	3,380	2,726	2,797	2,863	2,930	3,000	3,071	3,144	3,218	3,295	3,373
Total	11,707	15,122	13,805	16,790	16,955	17,125	16,799	16,978	17,161	17,348	17,540	17,737

** Includes rates equivalent ex-gratia payments from National Intermodal Company and Western Sydney International Airport*

Operating expenditure assumptions

Employee related costs

In the 2025–26 financial year, Council has budgeted for the equivalent of 978 full-time staff. This figure includes both full-time and part-time employees who deliver frontline services to the Liverpool community as well as those providing corporate support.

Staff base salaries are adjusted annually to reflect award increases and incremental progression within Council's salary structure for eligible employees. The LTFP includes a projected award increase of 3.0% for 2025–26, 2.75% for 2026–27, and 2.5% for subsequent years. From 2026–27 onwards, an additional 1% has been factored to account for workforce growth.

Borrowing costs

As at 31 March 2025, Council's debt portfolio totalled $218 million, primarily relating to borrowings for the Liverpool Civic Place Project. Interest cost estimates included in the LTFP are based on scheduled repayment obligations in accordance with approved loans.

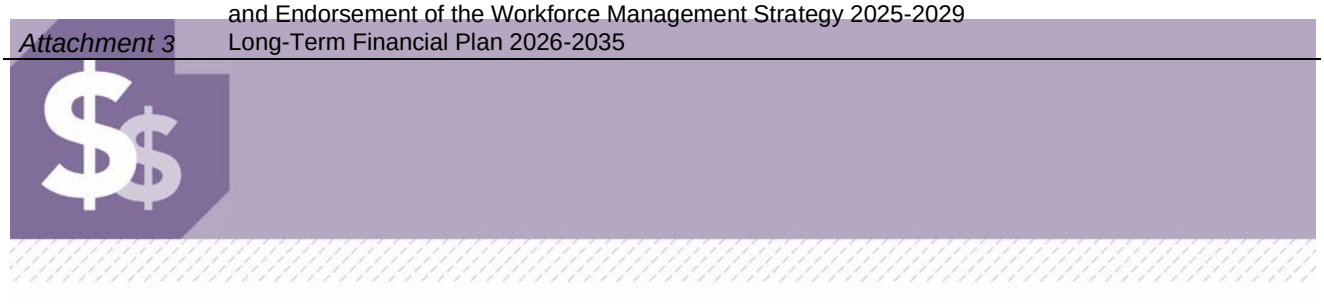
Materials and services

This expense category includes contractor costs for domestic waste management collection, tipping costs (including hazardous waste remediation), and general maintenance cost of Council's infrastructure, buildings, and community facilities.

Projected costs and increases in materials and contract costs are generally in line with expected inflation, except for known contracted costs such as domestic waste collection where the increase is expected to be higher than inflation.

Depreciation

The depreciation charge has been included in the LTFP on the basis that depreciation is a charge for the consumption of the assets over their useful lives and should be used as the



basis for determining renewal expenditure. This also includes amortisation of the "rights of use" assets leased and/or contracted but predominately used for delivery of Liverpool City Council services.

Including depreciation provides a more accurate reflection of the overall costs to Council that ratepayers should fund to allow Council to maintain the current level of service.

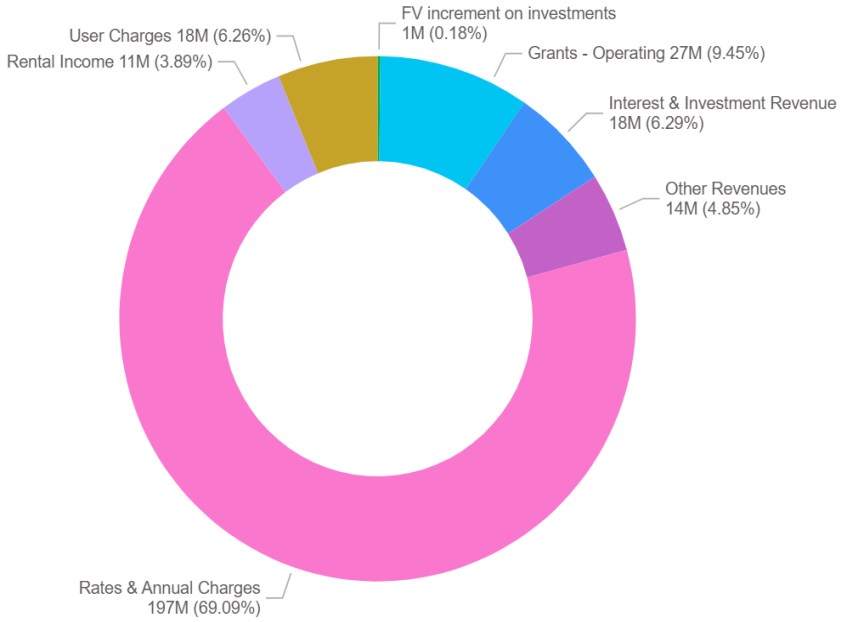
Other expenses

Costs included in this category are tabulated below and have been adjusted mainly in line with expected inflation.

	2023-24 Actual $'000	2024-25 Revised $'000	2025-26 $'000	2026-27 $'000	2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000	2031-32 $'000	2032-33 $'000	2033-34 $'000	2034-35 $'000
Emergency Services Contributions (NSW Fire / SES / RFS)	3,761	3,535	3,535	3,535	3,535	3,535	3,535	3,535	3,535	3,535	3,535	3,535
Grants, Contributions, Donations, Subsidies and Sponsorships	945	1,371	1,562	1,584	1,604	1,625	1,646	1,668	1,690	1,713	1,737	1,761
Other Statutory Charges	170	162	162	162	162	162	162	162	162	162	162	162
Miscellaneous	583	197	335	345	353	362	371	380	390	400	410	420
Total	5,459	5,266	5,595	5,626	5,654	5,684	5,714	5,746	5,777	5,810	5,844	5,878

Operating Income 2025-26

The composition of Council's budgeted income for 2025-26 is illustrated below:

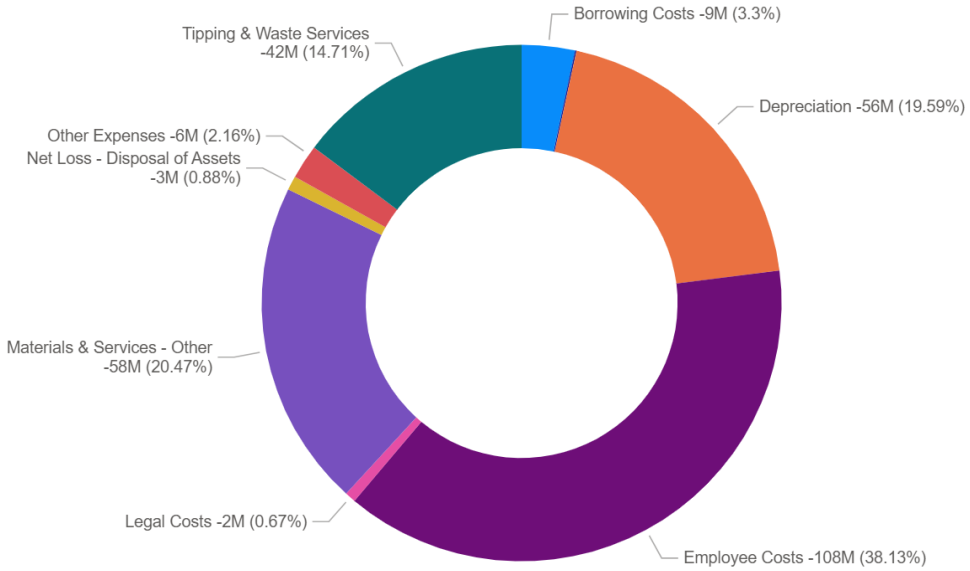


Income	*2023-24 Annual Actual*	2024-25 Revised Budget	2025-26 Budget
Rates and annual charges	170,944,460	181,172,004	196,799,419
User charges and fees	18,006,643	17,952,900	17,839,968
Interest and investment revenue	17,640,111	18,671,272	17,925,807
Grants and contributions - operating	26,314,429	25,715,466	26,903,954
Grants and contributions - capital (others) *	57,301,797	64,627,251	132,355,933
Grants and contributions - capital (s711) *	48,099,711	60,000,000	45,000,000
Other revenues	11,707,016	14,268,818	13,805,288
Rental income	4,833,107	7,431,467	11,008,365
Net gain from the disposal of assets	0	2,600,000	0
Fair value increment on investments	1,746,143	950,000	500,000
Total	**356,593,417**	**393,389,178**	**462,138,734**

** These are income for capital acquisition and works that are excluded in calculation of the Net Cost of Services*

Operating Expenditure 2025-26

The composition of Council's budgeted expenditure for 2025-26 is illustrated below:



Expenses	*2023-24 Annual Actual*	2024-25 Revised Budget	2025-26 Budget
Employee costs	92,116,416	102,371,310	108,307,641
Borrowing costs	7,005,264	10,062,640	9,372,329
Materials & services - tipping & waste services	33,731,457	35,113,336	41,778,873
Materials & services - Other	67,209,560	62,434,803	58,130,163
Legal costs	2,577,084	1,712,281	1,916,026
Consultants	2,639,904	968,135	263,133
Depreciation	49,568,564	53,954,814	55,646,710
Other expenses	5,523,920	5,588,184	6,062,742
Net loss from the disposal of assets *	1,778,062	2,500,000	2,500,000
Total	**262,150,231**	**274,705,502**	**283,977,617**

** This is as a result of annual write off of the residual value of roads that are being replaced / renewed.*

Capital Expenditure Program

Council's 10-year capital expenditure program that reflects the requirements identified in its Asset Management Plan is summarised as follows:

	2023-24 Actual $'000	2024-25 Revised $'000	2025-26 $'000	2026-27 $'000	2027-28 $'000	2028-29 $'000	2029-30 $'000	2030-31 $'000	2031-32 $'000	2032-33 $'000	2033-34 $'000	2034-35 $'000
Total Capital Expenditure	**222,378**	**167,536**	**246,966**	**196,370**	**184,628**	**148,326**	**143,401**	**163,485**	**135,086**	**156,827**	**155,095**	**152,738**
Comprising of:												
Buildings	69,394	8,367	7,560	11,287	4,778	3,413	5,608	5,168	5,627	6,416	5,316	5,316
Drainage	15,444	9,624	25,825	38,773	26,463	11,151	28,982	45,092	20,394	32,623	24,677	22,900
Floodplain	3,469	1,003	1,200	4,035	6,460	3,960	3,960	3,960	3,960	3,960	3,960	3,960
Information Technology	210	2,232	3,416	765	845	765	870	730	590	590	590	590
Land	47,339	51,076	62,246	66,489	62,027	62,027	62,027	62,027	62,027	62,027	62,027	62,027
Land Improvements	(50)	50										
Library Materials	611	653	653	673	688	703	717	717	717	717	717	717
Office Equipment, Furniture and Fittings	101	3,357	3,207	57	58	58	58	58	58	58	58	58
Parks and Recreation	35,047	25,232	25,868	34,990	40,072	25,666	12,249	9,551	6,430	14,062	8,953	5,753
Plant and Fleet	4,164	5,846	5,228	5,371	6,678	5,260	6,251	6,438	5,959	5,785	6,787	9,388
Roads	38,585	47,861	90,081	32,034	35,761	34,735	22,026	29,062	28,684	29,837	41,257	41,277
Bridges	78		50	300	200	53	53	83	83	53	53	53
Footpaths	7,986	12,235	21,633	1,596	600	536	600	600	557	700	701	700
Group into:												
New Asset	192,009	117,867	172,193	165,518	145,821	112,979	117,523	131,208	101,471	123,382	110,093	104,310
Renewal Asset	30,369	49,669	74,773	30,852	38,808	35,347	25,877	32,277	33,614	33,445	45,002	48,427
Funded by:												
Grants	20,706	58,410	118,450	67,069	63,944	18,430	4,410	4,410	4,410	4,410	4,390	4,410
s711 Developer Contributions	65,270	70,509	82,680	88,467	74,777	81,900	93,551	108,643	78,824	98,805	85,750	80,773
s711 Non-Cash Developer Contributions	40,579	7,000	13,906	7,000	7,000	12,000	10,000	10,000	10,000	10,000	10,000	10,000
Stormwater Reserve	1,311	2,751	2,125	2,050	2,020	2,225	2,175	2,225	2,225	2,225	2,225	2,225
Domestic Waste Reserve	4,032	1,111	1,200	6,255	3,877	3,477	3,477	3,927	3,477	3,477	4,552	3,902
Better Waste and Recycling Reserve	2											
Environment Levy	259	1,088	935	440	440	440	440	440	440	440	440	440
Contribution Reserve	170	102										
Loan Reserve	77,208											
General Property Reserve	3,052	1,000		2,489								
Parking Strategy Reserve	2,128	1,093										
Carnes Hill Stage2 Reserve	24					4,266						
Hammondville Pool and Precinct Reserve		32										
General Fund	7,636	24,439	27,670	22,600	32,570	25,588	29,347	33,840	35,709	37,470	47,737	50,987

A detailed list of capital projects by funding source planned for 2025-26 is provided as an appendix.



Cash and reserves

Council maintains both statutory (externally restricted) and discretionary (internally restricted) reserves that acknowledge the receipt of funds from various sources and prudently kept aside to be applied on programs that are consistent with the purpose of that reserve fund. The following reserves are currently maintained to comply with legislative requirements and Council resolutions:

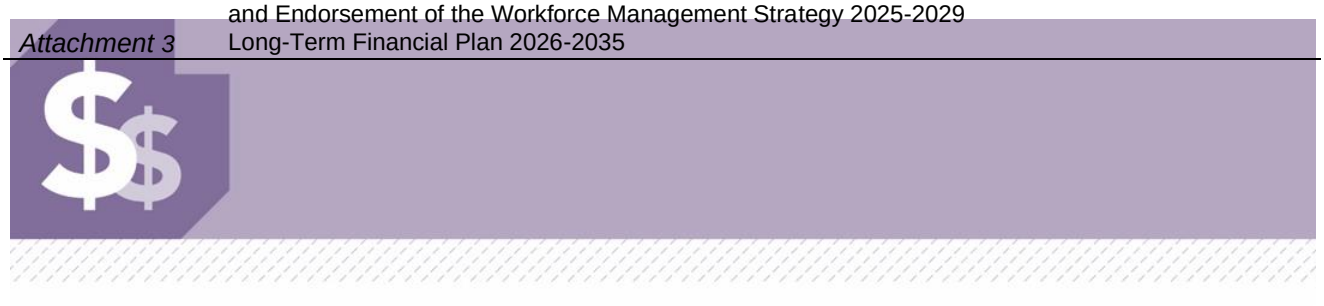
Externally restricted

Name	Purpose
s7.11 developer contributions	Unexpended s7.11 contributions restricted for use only for the purpose for which they were collected under various contribution plans.
Specific purpose unexpended grants	Federal/State Government and other grants received for specific purposes are restricted.
Domestic waste management	DWM annual charges collected and not spent in the year is transferred to a restricted reserve for use in forward years on domestic waste management initiatives.
Stormwater management	Stormwater levy collected and unspent is restricted for use in forward years.
Environmental levy reserve	Environmental levy collected under Council's environment restoration plan and unexpended is restricted for defined purposes.
City development fund	Special rates collected from all commercial properties within the identified Town Improvement District is restricted for city development purposes, including repayment of borrowing for major city revitalisation projects.
Collingwood House Restoration Works	Contributions collected under a Voluntary Planning Agreement arrangement towards restoration works at Collingwood House.
Edmondson Park	Balance of funds borrowed under Local Infrastructure Renewals Scheme (interest free) for Edmondson Park



Internally restricted

Name	Purpose
Employees leave entitlement reserve	Funds set aside to meet accrued employee entitlements. Industry benchmark is to maintain this reserve equivalent to 20% of Council's employee leave entitlements liability at end of financial year.
Insurance reserve	Budgeted savings on insurance premiums and claims excess set aside for potential insurance claims in future.
Moorebank voluntary acquisition reserve	Funds kept aside to acquire properties at risk of hazardous flooding alongside Georges River
Parking strategy reserve	Revenue from city centre parking set aside to improve CBD car parking
General property reserve	Various property and buildings reserves were consolidated into a general property reserve. Proceeds from sale of surplus Council land and buildings are restricted to buy other properties and/or to maintain Council properties across the LGA.
Carnes Hill Development Stage 2	Proceeds from disposal of 88 Kurrajong Road (DP 1236888) set aside for concept design and planning costs for Carnes Hill Stage 2 development.
Hammondville Pool and Precinct Reserve	Proceeds from disposal of Hammondville Park set aside for concept design and planning costs for Hammondville Pool.
National Intermodal Ex-Gratia Funds Reserve	Unspent rate equivalent funds kept aside for future use.



Long-Term Financial Plan scenarios

The major factors that might impact Council's forward financial estimates include the following:

- IPART rate-peg determinations
- Growth in LGA and its impact on service levels
- Wider economic conditions which may impact Council's growth projections and development activities.
- On-going waste remediation to Environment Protection Authority standards
- Cost to maintain Council's infrastructure assets to a satisfactory standard.

Based on the above, Council has developed its LTFP under three different scenarios, base case scenario being the preferred scenario.

Base Case Scenario

The assumptions under this scenario are tabulated below:

Revenue	Budget Year 2025/26	Forward Years 2026/27 to 2034/35
Rates & Annual Charges	• Increase by 6% as determined by IPART in September 2024 • Estimates include additional revenue from growth, estimated at 1100 new ratepayers. • Increase in Domestic Waste Management Charge from $620 to $670, comprising of $37 to align with new contract pricing and additional Circular Economy Centre operating costs (incl. Food Organics and Garden Organics - FOGO collection and recycling service) and $13 CPI adjustment on estimated 83,000 services	• Estimates include an average 2.5% rate increases from FY 2026/27 onwards and factors in an annual growth of 1500 rateable properties. • Estimates include a 2.5% general CPI indexation to Domestic Waste.
User Charges & Fees	• Estimates include 3.8% general indexation on non-statutory fees and charges. • Statutory fees and charges have been adjusted to	• 2.5% general indexation on both statutory and non-statutory fees and charges.



Revenue	Budget Year 2025/26	Forward Years 2026/27 to 2034/35
	legislated rates, where applicable.	
Interest & Investment Revenue	• Estimate is based on current investment portfolio and average yield.	• Estimate is based on projected investment portfolio and average current yield.
Grants & Contributions - Operating	• No indexation to current $10.3m Financial Assistance Grant is included. • Estimates for other operating grants are based on approved specific purpose funding from external organisations.	• Estimates assume continuation of Financial Assistance Grant with no indexation, and similar level of operating grants support from external organisations.
Grants & Contributions - Capital (Others)	• Estimates for capital grant are based on approved project-specific funding from external organisations.	• Estimates for capital grant are based on approved project- specific funding from external organisations.
Grants & Contributions - Capital (s711)	• Estimates based on contributions payable under various plans.	• Projections are based on contributions payable under various plans.
Other Revenues	• Estimates include 3.8% general indexation. • Revenue from parking fines is based on SDRO's estimate of 60% recovery of infringements issued.	• Estimates include a 2.5% general indexation.
Rental Income	• Estimates include rental yield on commercial properties based on current lease agreements.	• Estimates include rental yield on commercial properties based on current lease agreements excluding 33 Moore Street property.
Net Gain from the Disposal of Assets	• Estimates include sale of properties.	• Estimates include sale of properties.
Fair value increment on Investments	• Due to uncertain market movements, no capital gains on investments have been included.	• Due to uncertain market movements, no capital gains on investments have been included.

Expenses	Budget Year 2024/25	Forward Years 2025/26 to 2033/34
Employee Costs	• Estimates includes: - Salaries provision (including on-costs) for 978 full time equivalent staff. - Salary increases of 3%, plus a one-off pay adjustment, the greater of 0.5% of base salary or $1000 per LG State Award - Provision for 12% guaranteed superannuation contribution. - Churn savings equal to 10% staff turnover rate. - Savings from structural changes • A 3% general indexation on other employee costs, including workers compensation insurance.	• Estimates includes: - Salary increases of 2.75 for FY 2026-27 - Salary increases of 2.5% for forward years. - Assumes no material increase in Defined Benefit Superannuation scheme levy. - A 2.75% general indexation on other employee costs for FY2026-27 and 2.5% for forward years • 1% general provision for additional staff to meet growth related service demands
Borrowing Costs	• Estimates are based on scheduled repayment obligations	• Estimates are based on scheduled repayment obligations. • Estimates also include reduction in interest costs on $23m borrowed for Liverpool Civic Place from NSW TCorp expected to be repaid in FY 2028-29
Materials & Services – Tipping & Waste Services	• Estimates include 3% general price increase indexation and 10.5% contract price variation.	• Estimates include: - 2.75% CPI increase applied from FY 2026-27 - 2.5% CPI increase for FY 2027-28 and forward years
Materials & Services – Others	• Estimates include 3% general price increase indexation	• Estimates include:

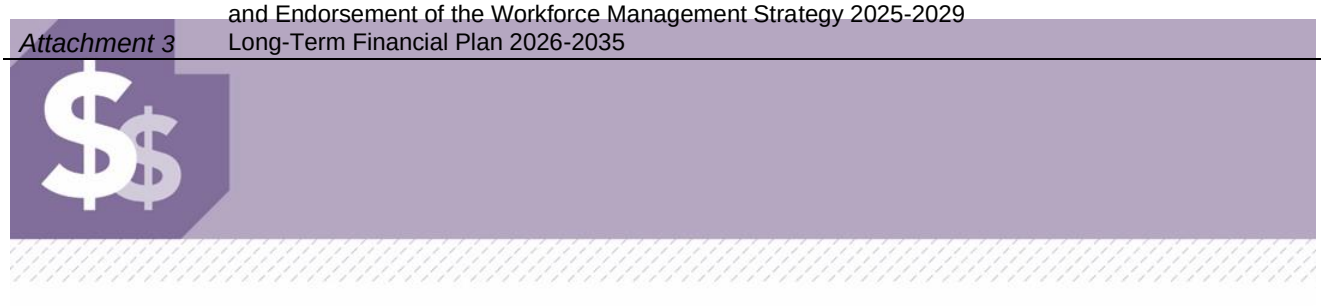
Expenses	Budget Year 2024/25	Forward Years 2025/26 to 2033/34
		- 2.75% CPI increase has been applied from FY 2026-27 • 2.5% CPI increase for FY 2027-28 and forward years • Additional maintenance and operating costs for Western Sydney Infrastructure Grant funded projects from FY2027-28 onwards. • 0.5% general provision to meet growth related service demands
Legal Costs	• Estimates are based on costs to deal with current level of legal cases, including planning & development related matters.	• General estimates are based on costs to deal with current level of legal cases, including planning & development related matters.
Consultants	• Estimates include cost of consultancy required on identified business matters that require expert advice.	• General estimates include cost of consultancy that may be required
Depreciation	• Estimates are based on condition assessment and remaining useful lives of Council assets.	• Estimates have been adjusted for new assets that will be constructed through Council's capital works program.
Other Expenses	• Estimates include 3% general price indexation	• Estimates include average 2.5% general price indexation • Election expense $1.6m FY 2028/29 and $1.8m FY 2032/33
Net Loss from Disposal of Assets	• Estimate of $2.5m relates to write-off of road surfaces removed during resurfacing works.	• Estimates includes average $3.3m in forward years relates to write-off of road surfaces removed during resurfacing works.



Pessimistic scenario

This scenario assumes:

	Variations to Base Case 2025-26 to 2034-35	Financial Impact	Risk Assessment	Impact
Revenue				
Rates & Annual Charges	Rate peg estimated is 0.5% lower than budgeted from FY26-27.	$698k	Unlikely/Insignificant	Low
	Anticipated growth is 300 lots lower than budgeted.	$258k	Unlikely/Insignificant	Low
Interest & Investment Revenue	Unfavourable changes to financial markets resulting in 0.5% lower yield on investments.	$1.2m	Unlikely/Insignificant	Low
Grants & Contributions - Operating	Council loses case against Bankstown Council and only gets $2.8m instead of $2.8m plus $5.1m expected in 25/26	$5.1m	Possible/Significant	Medium
Net Gain from the Disposal of Assets	Inability to close sale of identified properties in FY 26-27 and FY 28-29	$4.6m	Almost certain/Minor	High
Expenses				
Employee Costs	Award increase is 0.5% higher than expected from FY26/27.	$593k	Possible/Minor	Moderate
	One-off $1000 allowance forms part of base salary from FY 2026/27 and forward years.	$978k	Possible/Minor	Moderate
	Unable to achieve 50% of target structural savings.	$1.5m	Possible/Minor	High
Materials & Services - Other	Price escalation is 0.5% higher than provision in budget.	$281k	Possible/Insignificant	Low



Other Expenses	Price escalation is 0.5% higher than provision in budget.	$29k	Possible/Insignificant	Low

Overall financial impact of the above variations in FY 2025-26 will be:

- $6.5 million decrease in operating revenue.
- $1.8 million increase in operating expenditure.
- Council will post a Net Operating Cost of Services (before capital grants and contributions) deficit of $8.3 million.
- Decrease in Council's cash reserves by $8.3 million.

Budget performance is reviewed quarterly, and if necessary, the following strategies can be adopted to mitigate impacts:

- Review operating costs and rationalise expenditure.
- Review capital expenditure program and rationalise expenditure including descoping projects and delaying works.
- Continue rationalising Council's surplus property assets by re-investing in better income producing assets.
- Continue seeking alternative revenue sources and/or opportunities

Optimistic scenario

This scenario assumes:

	Variations to Base Case 2025-26 to 2034-35	Financial Impact	Risk Assessment	Impact
Revenue				
Rates & Annual Charges	Rate peg estimated is 0.5% higher than budgeted from FY26-27.	$1.1m	Possible/Minor	Moderate
	Anticipated growth is 200 lots higher than budgeted.	$172k	Likely/Insignificant	Low
Interest & Investment Revenue	Favourable changes to financial markets resulting in 1% higher yield on investments	$2.3m	Likely/Minor	Moderate
Expenses				
Employee Costs	Award increase is 0.5% lower than expected from FY26/27.	$599k	Likely/Insignificant	Low



Overall financial impact of the above variations in FY 2025-26 will be:

- $2.5 million increase in operating revenue.
- Increase in projected Net operating cost of services (before capital grants and contributions) surplus to $2.5 million.
- Increase Council's cash reserves by $2.5 million.

Budget performance is reviewed quarterly, and the following opportunities can be considered:

- Investment in existing Council services to achieve improved community outcomes.
- Investment in infrastructure renewals or constructing new assets.



Scenario 1

Base Case

2026 – 2035



Income Statement
10 Year Financial Plan ending 30 June 2035
Scenario: Base Case

	2023-24 Annual Actual	2024-25 Revised Budget	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Income from Continuing Operations												
Revenue:												
Rates and annual charges	170,944,460	181,172,004	196,799,419	204,481,387	214,433,194	226,350,233	238,741,556	251,613,608	264,523,214	277,939,827	291,389,043	305,995,712
User charges and fees	18,006,643	17,952,900	17,839,968	18,381,170	19,255,762	19,065,397	19,173,627	19,689,578	20,013,445	20,345,417	20,685,700	21,034,496
Interest and investment revenue	17,640,111	18,671,272	17,925,807	17,517,709	17,183,177	18,076,846	17,809,237	16,898,336	16,403,070	15,813,192	15,585,558	15,065,906
Grants and contributions - operating	26,314,429	25,715,466	26,903,954	21,147,588	20,457,567	20,630,039	20,806,826	20,988,030	21,173,766	21,364,145	21,559,281	21,759,298
Grants and contributions - capital (others) *	57,301,797	64,627,251	132,355,933	74,068,896	70,943,572	30,430,391	14,410,000	14,410,000	14,410,000	14,410,000	14,390,000	14,410,000
Grants and contributions - capital (s711) *	48,099,711	60,000,000	45,000,000	45,000,000	50,000,000	50,000,000	55,000,000	55,000,000	55,000,000	60,000,000	60,000,000	60,000,000
Other revenues	11,707,016	14,268,818	13,805,288	16,789,539	16,955,282	17,125,164	16,799,295	16,977,779	17,160,722	17,348,242	17,540,449	17,737,460
Rental income	4,833,107	7,431,467	11,008,365	9,579,392	9,853,085	9,404,962	9,645,136	9,906,899	10,176,478	10,454,113	10,740,142	10,614,845
Net gain from the disposal of assets	0	2,600,000	0	1,900,000	2,756,180	0	0	0	0	0	0	0
Fair value increment on investments	1,746,143	950,000	500,000	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	**356,593,417**	**393,389,178**	**462,138,734**	**408,865,681**	**421,837,819**	**391,083,032**	**392,385,677**	**405,484,230**	**418,860,695**	**437,674,936**	**451,890,173**	**466,617,717**
Expenses from Continuing Operations												
Employee costs	92,116,416	102,371,310	108,307,641	110,560,970	113,818,528	117,917,497	121,944,124	126,112,107	130,425,380	134,888,832	139,507,750	144,293,121
Borrowing costs	7,005,264	10,062,640	9,372,329	8,521,394	7,969,145	6,333,989	6,124,014	5,591,869	5,090,928	4,621,990	4,271,840	3,920,059
Materials & services - tipping & waste services	33,731,457	35,113,336	41,778,873	42,157,228	45,222,094	48,012,502	52,483,664	54,903,368	57,422,180	60,550,294	66,528,000	69,380,394
Materials & services - Other	67,209,560	62,434,803	58,130,163	62,110,725	64,838,224	68,819,081	69,246,204	70,787,466	72,907,395	76,556,013	78,032,754	80,414,139
Legal costs	2,577,084	1,712,281	1,916,026	1,489,297	1,511,477	1,534,321	1,557,851	1,582,086	1,607,048	1,632,760	1,659,243	1,686,521
Consultants	2,639,904	968,135	263,133	271,686	279,836	288,232	296,880	305,786	814,960	824,409	834,142	844,165
Depreciation	49,568,564	53,954,814	55,646,710	58,966,590	60,728,907	63,168,817	63,933,845	65,273,040	67,355,545	69,352,857	71,885,968	73,584,802
Other expenses	5,523,920	5,588,184	6,062,742	5,625,517	5,654,422	5,684,050	5,714,423	5,745,553	5,777,459	5,810,164	5,843,688	5,878,048
Net loss from the disposal of assets	1,778,062	2,500,000	2,500,000	2,500,000	2,500,000	2,700,000	3,000,000	3,000,000	3,500,000	4,000,000	4,000,000	4,000,000
Total Expenses from Continuing Operations	**262,150,231**	**274,705,502**	**283,977,617**	**292,203,407**	**302,522,633**	**314,458,489**	**324,301,005**	**333,301,275**	**344,900,895**	**358,237,319**	**372,563,385**	**384,001,249**
Operating Results from Continuing Operations	**94,443,186**	**118,683,676**	**178,161,117**	**116,662,274**	**119,315,186**	**76,624,543**	**68,084,672**	**72,182,955**	**73,959,800**	**79,437,617**	**79,326,788**	**82,616,468**
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Net Operating Result for the Year	**94,443,186**	**118,683,676**	**178,161,117**	**116,662,274**	**119,315,186**	**76,624,543**	**68,084,672**	**72,182,955**	**73,959,800**	**79,437,617**	**79,326,788**	**82,616,468**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**(10,958,321)**	**(5,943,575)**	**805,184**	**(2,406,623)**	**(1,628,386)**	**(3,805,848)**	**(1,325,328)**	**2,772,955**	**4,549,800**	**5,027,617**	**4,936,788**	**8,206,468**



Statement of Financial Position
10 Year Financial Plan ending 30 June 2035
Scenario: Base Case

	30-Jun-24 *Opening Balance Actual*	2024-25 Revised Budget	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
ASSETS												
Current Assets												
Cash & Cash Equivalents	101,083,000	176,493,425	151,810,505	154,339,610	156,655,699	158,791,039	160,933,368	161,637,921	162,092,501	163,383,537	165,989,705	167,289,769
Investments	104,225,000	84,645,199	82,174,716	68,437,247	79,034,724	61,372,263	51,952,285	37,037,318	37,037,318	31,542,331	27,617,339	26,832,341
Receivables	33,413,000	24,571,656	26,534,915	26,735,605	27,706,517	27,923,945	28,688,200	29,756,910	30,776,736	31,900,111	32,963,244	34,111,642
Inventories	285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000
Other	1,920,000	1,058,167	2,098,509	2,020,545	1,966,061	1,921,382	1,857,990	1,785,243	1,724,290	1,679,736	1,641,978	1,582,033
Total Current Assets	240,926,000	287,053,447	262,903,645	251,818,007	265,648,001	250,293,629	243,716,843	230,502,392	231,915,845	228,790,715	228,497,266	230,100,785
Non-Current Assets												
Investments	161,317,000	131,011,846	127,188,091	105,925,560	122,328,083	94,990,544	80,410,522	57,325,489	57,325,489	48,820,476	42,745,468	41,530,466
Receivables	644,000	618,660	662,660	702,041	732,607	769,054	804,173	843,512	882,988	924,000	965,134	1,009,744
Infrastructure, Property, Plant & Equipment	3,825,632,000	3,923,875,990	4,109,671,424	4,241,581,319	4,315,282,726	4,397,406,311	4,473,317,245	4,568,034,949	4,631,879,275	4,715,959,240	4,794,762,783	4,869,499,681
Intangible Assets	1,598,000	1,378,845	4,402,466	4,796,066	5,250,431	5,584,314	6,140,362	6,634,945	7,020,901	7,415,406	7,820,722	8,236,849
Right of Use Assets	9,323,000	8,269,761	6,292,532	5,184,423	3,922,773	3,973,227	11,052,197	9,929,397	8,606,597	7,483,797	6,160,997	5,038,197
Total Non-Current Assets	3,998,514,000	4,065,155,102	4,248,217,173	4,358,189,409	4,447,516,620	4,502,723,450	4,571,724,499	4,642,768,292	4,705,715,250	4,780,602,919	4,852,455,104	4,925,314,937
TOTAL ASSETS	4,239,440,000	4,352,208,549	4,511,120,818	4,610,007,416	4,713,164,621	4,753,017,079	4,815,441,342	4,873,270,684	4,937,631,095	5,009,393,634	5,080,952,370	5,155,415,722
LIABILITIES												
Current Liabilities												
Payables	22,886,000	21,544,000	21,129,329	21,197,855	21,772,554	22,446,676	23,004,927	23,476,702	24,113,376	24,938,457	25,841,182	26,509,504
Income received in advance	28,000	1,370,000	1,345,490	1,495,385	1,539,618	1,538,747	1,529,493	1,559,019	1,580,568	1,602,655	1,625,296	1,648,502
Contract Liabilities	57,518,000	37,889,058	18,920,793	17,983,744	17,983,744	17,983,744	17,983,744	17,983,744	17,983,744	17,983,744	17,983,744	17,983,744
Lease Liabilities	3,317,000	2,800,034	2,764,418	2,199,553	1,702,596	148,660	198,750	1,871,767	1,572,800	1,422,800	1,572,800	1,422,800
Borrowings	15,445,000	15,019,220	14,740,804	15,247,676	37,494,573	13,283,061	13,761,037	8,955,920	7,421,082	7,392,796	7,744,576	8,131,367
Provisions	31,038,000	29,294,010	26,876,541	25,876,541	25,876,541	25,876,541	25,876,541	25,876,541	25,876,541	25,876,541	25,876,541	25,876,541
Total Current Liabilities	130,232,000	107,916,322	85,777,375	84,000,754	106,369,626	81,277,429	82,354,492	79,723,693	78,548,111	79,216,993	80,644,139	81,572,458
Non-Current Liabilities												
Payables	13,235,000	13,235,000	10,980,051	11,126,882	11,170,211	11,169,358	11,160,293	11,189,216	11,210,324	11,231,960	11,254,138	11,276,870
Contract Liabilities	4,766,000	3,028,361	1,349,208	1,266,256	1,266,256	1,266,256	1,266,256	1,266,256	1,266,256	1,266,256	1,266,256	1,266,256
Lease Liabilities	6,561,000	4,908,401	2,850,175	2,034,917	959,308	2,563,334	9,595,964	6,800,147	5,776,314	4,803,514	3,330,714	2,357,914
Borrowings	201,165,000	198,695,754	183,954,950	168,707,274	131,212,701	117,929,640	104,168,603	95,212,683	87,791,601	80,398,805	72,654,229	64,522,862
Provisions	3,314,000	5,458,990	5,376,459	5,376,459	5,376,459	5,376,459	5,376,459	5,376,459	5,376,459	5,376,459	5,376,459	5,376,459
Total Non-Current Liabilities	229,041,000	225,326,506	204,510,843	188,511,788	149,984,935	138,305,047	131,567,575	119,844,761	111,420,954	103,076,994	93,881,796	84,800,361
TOTAL LIABILITIES	359,273,000	333,242,828	290,288,218	272,512,542	256,354,561	219,582,476	213,922,067	199,568,454	189,969,065	182,293,987	174,525,935	166,372,819
Net Assets	3,880,167,000	4,018,965,721	4,220,832,600	4,337,494,874	4,456,810,060	4,533,434,603	4,601,519,275	4,673,702,230	4,747,662,030	4,827,099,647	4,906,426,435	4,989,042,903
EQUITY												
Retained Earnings	2,395,399,000	2,534,197,721	2,736,064,600	2,852,726,874	2,972,042,060	3,048,666,603	3,116,751,275	3,188,934,230	3,262,894,030	3,342,331,647	3,421,658,435	3,504,274,903
Revaluation Reserves	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000
Council Equity Interest	3,880,167,000	4,018,965,721	4,220,832,600	4,337,494,874	4,456,810,060	4,533,434,603	4,601,519,275	4,673,702,230	4,747,662,030	4,827,099,647	4,906,426,435	4,989,042,903
Total Equity	3,880,167,000	4,018,965,721	4,220,832,600	4,337,494,874	4,456,810,060	4,533,434,603	4,601,519,275	4,673,702,230	4,747,662,030	4,827,099,647	4,906,426,435	4,989,042,903



Statement of Cash Flows
10 Year Financial Plan ending 30 June 2035
Scenario: Base Case

	30-Jun-24 *Opening Balance Actual*	*2024-25 Revised Budget*	*2025-26*	*2026-27*	*2027-28*	*2028-29*	*2029-30*	*2030-31*	*2031-32*	*2032-33*	*2033-34*	*2034-35*
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	168,332,000	183,149,964	195,705,500	203,943,649	213,736,567	225,516,041	237,874,163	250,712,564	263,619,542	277,000,664	290,447,598	304,973,245
User Charges & Fees	17,180,000	23,688,193	17,546,154	18,278,556	19,089,936	19,101,491	19,153,107	19,591,751	19,952,039	20,282,474	20,621,181	20,968,363
Interest & Investment Revenue Received	15,848,000	18,964,818	17,866,423	17,488,518	17,145,360	18,031,561	17,762,150	16,849,422	16,354,014	15,762,209	15,534,451	15,010,400
Grants & Contributions	103,972,000	145,098,717	190,354,029	133,216,484	134,401,139	89,060,430	80,216,826	80,398,030	80,583,766	85,774,145	85,949,281	86,169,298
Bonds, Deposits & Retentions Received	-	-	(3,200,000)	-	-	-	-	-	-	-	-	-
Other	43,290,000	21,754,170	24,729,001	26,948,298	26,751,392	27,118,763	26,570,803	26,853,940	27,313,581	27,713,144	28,256,036	28,326,609
Payments:												
Employee Benefits & On-Costs	(90,772,000)	(102,371,310)	(108,307,641)	(110,560,970)	(113,818,528)	(117,917,497)	(121,944,124)	(126,112,107)	(130,425,380)	(134,888,832)	(139,507,750)	(144,293,121)
Materials & Contracts	(142,142,000)	(120,733,303)	(123,164,757)	(106,676,295)	(111,097,072)	(117,734,429)	(122,900,545)	(126,931,213)	(131,984,656)	(138,632,272)	(146,051,698)	(151,532,546)
Borrowing Costs	(6,672,000)	(10,062,640)	(9,453,147)	(8,600,715)	(8,051,192)	(6,535,748)	(6,195,490)	(5,665,917)	(5,139,120)	(4,661,923)	(4,311,620)	(3,961,733)
Other	(1,301,000)	(6,133,945)	(4,585,513)	(5,517,408)	(4,392,772)	(5,734,504)	(12,793,393)	(4,622,753)	(4,454,659)	(4,687,364)	(4,520,888)	(4,755,248)
Net Cash provided (or used in) Operating Activities	**107,735,000**	**153,354,665**	**197,490,049**	**168,520,117**	**173,764,830**	**130,906,108**	**117,743,497**	**131,073,717**	**135,819,127**	**143,662,245**	**146,416,591**	**150,905,267**
Cash Flows from Investing Activities												
Receipts:												
Sales of Investment / Redemption of Term Deposits	374,000,000	70,000,000	30,000,000	35,000,000	-	45,000,000	24,000,000	38,000,000	-	14,000,000	10,000,000	2,000,000
Sale of Infrastructure, Property, Plant & Equipment	970,000	15,656,500	-	4,500,000	50,000,000	-	-	-	-	-	-	-
Payments:												
Purchase of Investment / Acquisition of Term Deposits	(289,284,000)	-	-	-	(27,000,000)	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(200,117,000)	(158,543,523)	(229,053,907)	(188,005,085)	(176,583,499)	(134,961,285)	(124,029,057)	(152,455,327)	(124,395,827)	(146,937,327)	(144,404,827)	(141,847,827)
Purchase of Intangible Assets	(437,000)	(1,341,360)	(3,416,000)	(765,000)	(845,000)	(765,000)	(870,000)	(730,000)	(590,000)	(590,000)	(590,000)	(590,000)
Net Cash provided (or used in) Investing Activities	**(114,868,000)**	**(74,228,383)**	**(202,469,907)**	**(149,270,085)**	**(154,428,499)**	**(90,726,285)**	**(100,899,057)**	**(115,185,327)**	**(124,985,827)**	**(133,527,327)**	**(134,994,827)**	**(140,437,827)**
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	23,000,000	12,216,500	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of Borrowings & Advances	(15,190,000)	(15,111,526)	(15,019,220)	(14,740,804)	(15,247,676)	(37,494,573)	(13,283,061)	(13,761,037)	(8,955,920)	(7,421,082)	(7,392,796)	(7,744,576)
Lease liabilities (principal repayments)	(3,301,000)	(2,820,831)	(2,683,842)	(1,980,123)	(1,772,566)	(549,910)	(1,419,050)	(1,422,800)	(1,422,800)	(1,422,800)	(1,422,800)	(1,422,800)
Net Cash provided (or used in) Financing Activities	**4,509,000**	**(5,715,857)**	**(17,703,062)**	**(16,720,927)**	**(17,020,242)**	**(38,044,483)**	**(14,702,111)**	**(15,183,837)**	**(10,378,720)**	**(8,843,882)**	**(8,815,596)**	**(9,167,376)**
Net Decrease / (Increase) in Cash & Cash Equivalents	**(2,624,000)**	**73,410,425**	**(22,682,920)**	**2,529,105**	**2,316,089**	**2,135,340**	**2,142,329**	**704,553**	**454,580**	**1,291,036**	**2,606,168**	**1,300,064**
plus: Cash & Cash Equivalents - beginning of period	103,707,000	101,083,000	174,493,425	151,810,505	154,339,610	156,655,699	158,791,039	160,933,368	161,637,921	162,092,501	163,383,537	165,989,705
Cash & Cash Equivalents - end of period	101,083,000	174,493,425	151,810,505	154,339,610	156,655,699	158,791,039	160,933,368	161,637,921	162,092,501	163,383,537	165,989,705	167,289,769

Scenario 2

Pessimistic

2026–2035



Income Statement
10 Year Financial Plan ending 30 June 2035
Scenario: Pessimistic

	2023-24 Annual Actual	2024-25 Revised Budget	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Income from Continuing Operations												
Revenue:												
Rates and annual charges	170,944,460	181,172,004	196,541,419	203,247,985	212,144,059	222,923,044	234,087,872	245,641,536	257,134,264	269,028,556	280,845,690	293,703,004
User charges and fees	18,006,643	17,952,900	17,839,968	18,381,170	19,255,762	19,065,397	19,173,627	19,689,578	20,013,445	20,345,417	20,685,700	21,034,496
Interest and investment revenue	17,640,111	18,671,272	16,758,038	15,428,361	14,955,649	15,698,958	15,280,319	14,232,503	13,609,075	12,902,975	12,554,838	11,933,112
Grants and contributions - operating	26,314,429	25,715,466	21,803,954	21,147,588	20,457,567	20,630,039	20,806,826	20,988,030	21,173,766	21,364,145	21,559,281	21,759,298
Grants and contributions - capital (others) *	57,301,797	64,627,251	132,355,933	74,068,896	70,943,572	30,430,391	14,410,000	14,410,000	14,410,000	14,410,000	14,390,000	14,410,000
Grants and contributions - capital (s711) *	48,099,711	60,000,000	45,000,000	45,000,000	50,000,000	50,000,000	55,000,000	55,000,000	55,000,000	60,000,000	60,000,000	60,000,000
Other revenues	11,707,016	14,268,818	13,805,288	16,789,539	16,955,282	17,125,164	16,799,295	16,977,779	17,160,722	17,348,242	17,540,449	17,737,460
Rental income	4,833,107	7,431,467	11,008,365	9,579,392	9,853,085	9,404,962	9,645,136	9,906,899	10,176,478	10,454,113	10,740,142	10,614,845
Net gain from the disposal of assets	0	2,600,000	0	0	0	0	0	0	0	0	0	0
Fair value increment on investments	1,746,143	950,000	500,000	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	**356,593,417**	**393,389,178**	**455,612,965**	**403,642,931**	**414,564,976**	**385,277,955**	**385,203,075**	**396,846,325**	**408,677,750**	**425,853,448**	**438,316,100**	**451,192,215**
Expenses from Continuing Operations												
Employee costs	92,116,416	102,371,310	109,807,641	113,632,413	116,901,065	121,022,264	125,062,852	129,253,225	133,589,672	138,077,108	142,720,848	147,531,909
Borrowing costs	7,005,264	10,062,640	9,372,329	8,521,394	7,969,145	6,333,989	6,124,014	5,591,869	5,090,928	4,621,990	4,271,840	3,920,059
Materials & services - tipping & waste services	33,731,457	35,113,336	41,778,873	42,157,228	45,222,094	48,012,502	52,483,664	54,903,368	57,422,180	60,550,294	66,528,000	69,380,394
Materials & services - Other	67,209,560	62,434,803	58,410,985	62,411,503	65,152,973	69,153,154	69,582,351	71,131,094	73,261,314	76,927,644	78,411,554	80,804,499
Legal costs	2,577,084	1,712,281	1,916,026	1,489,297	1,511,477	1,534,321	1,557,851	1,582,086	1,607,048	1,632,760	1,659,243	1,686,521
Consultants	2,639,904	968,135	263,133	271,686	279,836	288,232	296,880	305,786	814,960	824,409	834,142	844,165
Depreciation	49,568,564	53,954,814	55,646,710	58,966,590	60,728,907	63,168,817	63,933,845	65,273,040	67,355,545	69,352,857	71,885,968	73,584,802
Other expenses	5,523,920	5,588,184	6,092,031	5,652,759	5,681,871	5,711,642	5,742,163	5,773,444	5,805,505	5,838,369	5,872,055	5,906,582
Net loss from the disposal of assets	1,778,062	2,500,000	2,500,000	2,500,000	2,500,000	2,700,000	3,000,000	3,000,000	3,500,000	4,000,000	4,000,000	4,000,000
Total Expenses from Continuing Operations	**262,150,231**	**274,705,502**	**285,787,728**	**295,602,870**	**305,947,367**	**317,924,922**	**327,783,619**	**336,813,913**	**348,447,152**	**361,825,431**	**376,183,651**	**387,658,931**
Operating Results from Continuing Operations	**94,443,186**	**118,683,676**	**169,825,238**	**108,040,061**	**108,617,609**	**67,353,033**	**57,419,455**	**60,032,412**	**60,230,598**	**64,028,017**	**62,132,450**	**63,533,283**
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Net Operating Result for the Year	**94,443,186**	**118,683,676**	**169,825,238**	**108,040,061**	**108,617,609**	**67,353,033**	**57,419,455**	**60,032,412**	**60,230,598**	**64,028,017**	**62,132,450**	**63,533,283**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**(10,958,321)**	**(5,943,575)**	**(7,530,695)**	**(11,028,835)**	**(12,325,963)**	**(13,077,358)**	**(11,990,545)**	**(9,377,588)**	**(9,179,402)**	**(10,381,983)**	**(12,257,550)**	**(10,876,717)**



Statement of Financial Position
10 Year Financial Plan ending 30 June 2035
Scenario: Pessimistic

	30-Jun-24 *Opening Balance Actual*	2024-25 Revised Budget	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
ASSETS												
Current Assets												
Cash & Cash Equivalents	101,083,000	176,493,425	143,600,488	139,414,073	133,868,128	126,817,887	118,385,784	107,037,886	93,868,899	79,864,471	65,397,520	47,744,701
Investments	104,225,000	84,645,199	82,174,716	68,437,247	79,034,724	61,372,263	51,952,285	37,037,318	37,037,318	31,542,331	27,617,339	26,832,341
Receivables	33,413,000	24,571,656	26,450,343	26,648,255	27,544,398	27,681,231	28,358,624	29,333,965	30,253,446	31,269,012	32,216,559	33,241,065
Inventories	285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000
Other	1,920,000	1,058,167	2,101,610	2,023,825	1,969,483	1,924,999	1,861,629	1,788,958	1,728,110	1,683,735	1,646,050	1,586,222
Total Current Assets	240,926,000	287,053,447	254,612,157	236,808,400	242,701,733	218,081,380	200,843,322	175,483,127	163,172,773	144,644,549	127,162,468	109,689,329
Non-Current Assets												
Investments	161,317,000	131,011,846	127,188,091	105,925,560	122,328,083	94,990,544	80,410,522	57,325,489	57,325,489	48,820,476	42,745,468	41,530,466
Receivables	644,000	618,660	661,891	698,366	725,787	758,842	790,307	825,718	860,973	897,448	933,720	973,118
Infrastructure, Property, Plant & Equipment	3,825,632,000	3,923,875,990	4,109,671,424	4,241,581,319	4,315,282,726	4,397,406,311	4,473,317,245	4,568,034,949	4,631,879,275	4,715,959,240	4,794,762,783	4,869,499,681
Intangible Assets	1,598,000	1,378,845	4,402,466	4,796,066	5,250,431	5,584,314	6,140,362	6,634,945	7,020,901	7,415,406	7,820,722	8,236,849
Right of Use Assets	9,323,000	8,269,761	6,292,532	5,184,423	3,922,773	3,973,227	11,052,197	9,929,397	8,606,597	7,483,797	6,160,997	5,038,197
Total Non-Current Assets	3,998,514,000	4,065,155,102	4,248,216,404	4,358,185,734	4,447,509,800	4,502,713,238	4,571,710,633	4,642,750,498	4,705,693,235	4,780,576,367	4,852,423,690	4,925,278,311
TOTAL ASSETS	4,239,440,000	4,352,208,549	4,502,828,561	4,594,994,134	4,690,211,533	4,720,794,618	4,772,553,955	4,818,233,625	4,868,866,008	4,925,220,916	4,979,586,158	5,034,967,640
LIABILITIES												
Current Liabilities												
Payables	22,886,000	21,544,000	21,172,951	21,242,666	21,818,956	22,495,215	23,053,756	23,526,402	24,164,250	24,991,300	25,894,869	26,564,506
Income received in advance	28,000	1,370,000	1,345,490	1,495,385	1,539,618	1,538,747	1,529,493	1,559,019	1,580,568	1,602,655	1,625,296	1,648,502
Contract Liabilities	57,518,000	37,889,058	18,920,793	17,983,744	17,983,744	17,983,744	17,983,744	17,983,744	17,983,744	17,983,744	17,983,744	17,983,744
Lease Liabilities	3,317,000	2,800,034	2,764,418	2,199,553	1,702,596	148,660	198,750	1,871,767	1,572,800	1,422,800	1,572,800	1,422,800
Borrowings	15,445,000	15,019,220	14,740,804	15,247,676	37,494,573	13,283,061	13,761,037	8,955,920	7,421,082	7,392,796	7,744,576	8,131,367
Provisions	31,038,000	29,294,010	26,876,541	25,876,541	25,876,541	25,876,541	25,876,541	25,876,541	25,876,541	25,876,541	25,876,541	25,876,541
Total Current Liabilities	130,232,000	107,916,322	85,820,997	84,045,565	106,416,028	81,325,968	82,403,321	79,773,393	78,598,985	79,269,836	80,697,826	81,627,460
Non-Current Liabilities												
Payables	13,235,000	13,235,000	10,980,051	11,126,882	11,170,211	11,169,358	11,160,293	11,189,216	11,210,324	11,231,960	11,254,138	11,276,870
Contract Liabilities	4,766,000	3,028,361	1,349,208	1,266,256	1,266,256	1,266,256	1,266,256	1,266,256	1,266,256	1,266,256	1,266,256	1,266,256
Lease Liabilities	6,561,000	4,908,401	2,850,175	2,034,917	959,308	2,563,334	9,595,964	6,800,147	5,776,314	4,803,514	3,330,714	2,357,914
Borrowings	201,165,000	198,695,754	183,954,950	168,707,274	131,212,701	117,929,640	104,168,603	95,212,683	87,791,601	80,398,805	72,654,229	64,522,862
Provisions	3,314,000	5,458,990	5,376,459	5,376,459	5,376,459	5,376,459	5,376,459	5,376,459	5,376,459	5,376,459	5,376,459	5,376,459
Total Non-Current Liabilities	229,041,000	225,326,506	204,510,843	188,511,788	149,984,935	138,305,047	131,567,575	119,844,761	111,420,954	103,076,994	93,881,796	84,800,361
TOTAL LIABILITIES	359,273,000	333,242,828	290,331,840	272,557,353	256,400,963	219,631,015	213,970,896	199,618,154	190,019,939	182,346,830	174,579,622	166,427,821
Net Assets	3,880,167,000	4,018,965,721	4,212,496,721	4,322,436,781	4,433,810,570	4,501,163,603	4,558,583,059	4,618,615,471	4,678,846,069	4,742,874,086	4,805,006,536	4,868,539,819
EQUITY												
Retained Earnings	2,395,399,000	2,534,197,721	2,727,728,721	2,835,768,781	2,944,386,390	3,011,739,423	3,069,158,879	3,129,191,291	3,189,421,889	3,253,449,906	3,315,582,356	3,379,115,639
Revaluation Reserves	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000
Council Equity Interest	3,880,167,000	4,018,965,721	4,212,496,721	4,320,536,781	4,429,154,390	4,496,507,423	4,553,926,879	4,613,959,291	4,674,189,889	4,738,217,906	4,800,350,356	4,863,883,639
Total Equity	3,880,167,000	4,018,965,721	4,212,496,721	4,320,536,781	4,429,154,390	4,496,507,423	4,553,926,879	4,613,959,291	4,674,189,889	4,738,217,906	4,800,350,356	4,863,883,639



Statement of Cash Flows
10 Year Financial Plan ending 30 June 2035
Scenario: Pessimistic

	30-Jun-24											
	Opening Balance Actual	*2024-25 Revised Budget*	*2025-26*	*2026-27*	*2027-28*	*2028-29*	*2029-30*	*2030-31*	*2031-32*	*2032-33*	*2033-34*	*2034-35*
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	168,332,000	183,149,964	195,465,560	202,778,525	211,521,334	222,168,515	233,306,334	244,832,779	256,329,774	268,195,955	280,018,491	292,802,992
User Charges & Fees	17,180,000	23,688,193	17,546,154	18,278,556	19,089,936	19,101,491	19,153,107	19,591,751	19,952,039	20,282,474	20,621,181	20,968,363
Interest & Investment Revenue Received	15,848,000	18,964,818	16,699,635	15,402,876	14,921,844	15,657,997	15,237,893	14,188,599	13,565,403	12,857,776	12,509,933	11,884,255
Grants & Contributions	103,972,000	145,098,717	185,254,029	133,216,484	134,401,139	89,060,430	80,216,826	80,398,030	80,583,766	85,774,145	85,949,281	86,169,298
Bonds, Deposits & Retentions Received	-	-	(3,200,000)	-	-	-	-	-	-	-	-	-
Other	43,290,000	21,754,170	24,795,301	26,881,998	26,751,392	27,118,763	26,570,803	26,853,940	27,313,581	27,713,144	28,256,036	28,326,609
Payments:												
Employee Benefits & On-Costs	(90,772,000)	(100,371,310)	(111,807,641)	(113,632,413)	(116,901,065)	(121,022,264)	(125,062,852)	(129,253,225)	(133,589,672)	(138,077,108)	(142,720,848)	(147,531,909)
Materials & Contracts	(142,142,000)	(120,733,303)	(123,405,058)	(106,976,063)	(111,410,372)	(118,066,560)	(123,236,424)	(127,274,046)	(132,337,506)	(139,002,113)	(146,429,727)	(151,921,708)
Borrowing Costs	(6,672,000)	(10,062,640)	(9,453,147)	(8,600,715)	(8,051,192)	(6,535,748)	(6,195,490)	(5,665,917)	(5,139,120)	(4,661,923)	(4,311,620)	(3,961,733)
Other	(1,301,000)	(6,133,945)	(4,614,802)	(5,544,650)	(4,420,221)	(5,762,096)	(12,821,133)	(4,650,644)	(4,482,705)	(4,715,569)	(4,549,255)	(4,783,782)
Net Cash provided (or used in) Operating Activities	**107,735,000**	**155,354,665**	**187,280,032**	**161,804,598**	**165,902,796**	**121,720,527**	**107,169,064**	**119,021,266**	**122,195,560**	**128,366,781**	**129,343,472**	**131,952,384**
Cash Flows from Investing Activities												
Receipts:												
Sales of Investment / Redemption of Term Deposits	374,000,000	70,000,000	30,000,000	35,000,000	-	45,000,000	24,000,000	38,000,000	-	14,000,000	10,000,000	2,000,000
Sale of Infrastructure, Property, Plant & Equipment	970,000	15,656,500	-	4,500,000	50,000,000	-	-	-	-	-	-	-
Payments:												
Purchase of Investment / Acquisition of Term Deposits	(289,284,000)	-	-	-	(27,000,000)	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(200,117,000)	(158,543,523)	(229,053,907)	(188,005,085)	(176,583,499)	(134,961,285)	(124,029,057)	(152,455,327)	(124,395,827)	(146,937,327)	(144,404,827)	(141,847,827)
Purchase of Intangible Assets	(437,000)	(1,341,360)	(3,416,000)	(765,000)	(845,000)	(765,000)	(870,000)	(730,000)	(590,000)	(590,000)	(590,000)	(590,000)
Net Cash provided (or used in) Investing Activities	**(114,868,000)**	**(74,228,383)**	**(202,469,907)**	**(149,270,085)**	**(154,428,499)**	**(90,726,285)**	**(100,899,057)**	**(115,185,327)**	**(124,985,827)**	**(133,527,327)**	**(134,994,827)**	**(140,437,827)**
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	23,000,000	12,216,500	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of Borrowings & Advances	(15,190,000)	(15,111,526)	(15,019,220)	(14,740,804)	(15,247,676)	(37,494,573)	(13,283,061)	(13,761,037)	(8,955,920)	(7,421,082)	(7,392,796)	(7,744,576)
Lease liabilities (principal repayments)	(3,301,000)	(2,820,831)	(2,683,842)	(1,980,123)	(1,772,566)	(549,910)	(1,419,050)	(1,422,800)	(1,422,800)	(1,422,800)	(1,422,800)	(1,422,800)
Net Cash provided (or used in) Financing Activities	**4,509,000**	**(5,715,857)**	**(17,703,062)**	**(16,720,927)**	**(17,020,242)**	**(38,044,483)**	**(14,702,111)**	**(15,183,837)**	**(10,378,720)**	**(8,843,882)**	**(8,815,596)**	**(9,167,376)**
Net Decrease / (Increase) in Cash & Cash Equivalents	**(2,624,000)**	**75,410,425**	**(32,892,937)**	**(4,186,414)**	**(5,545,945)**	**(7,050,241)**	**(8,432,104)**	**(11,347,898)**	**(13,168,987)**	**(14,004,428)**	**(14,466,951)**	**(17,652,819)**
plus: Cash & Cash Equivalents - beginning of period	103,707,000	101,083,000	176,493,425	143,600,488	139,414,073	133,868,128	126,817,887	118,385,784	107,037,886	93,868,899	79,864,471	65,397,520
Cash & Cash Equivalents - end of period	101,083,000	176,493,425	143,600,488	139,414,073	133,868,128	126,817,887	118,385,784	107,037,886	93,868,899	79,864,471	65,397,520	47,744,701

Scenario 3

Optimistic

2026–2035



Income Statement
10 Year Financial Plan ending 30 June 2035
Scenario: Optimistic

	2023-24 Annual Actual	2024-25 Revised Budget	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Income from Continuing Operations												
Revenue:												
Rates and annual charges	170,944,460	181,172,004	196,971,419	205,536,633	216,452,535	229,417,459	242,946,806	257,051,748	271,296,092	286,156,681	301,164,943	317,453,864
User charges and fees	18,006,643	17,952,900	17,839,968	18,381,170	19,255,762	19,065,397	19,173,627	19,689,578	20,013,445	20,345,417	20,685,700	21,034,496
Interest and investment revenue	17,640,111	18,671,272	20,270,153	21,731,769	21,723,548	22,985,578	23,094,682	22,539,261	22,388,657	22,125,596	22,240,128	22,030,617
Grants and contributions - operating	26,314,429	25,715,466	26,903,954	21,147,588	20,457,567	20,630,039	20,806,826	20,988,030	21,173,766	21,364,145	21,559,281	21,759,298
Grants and contributions - capital (others) *	57,301,797	64,627,251	132,355,933	74,068,896	70,943,572	30,430,391	14,410,000	14,410,000	14,410,000	14,410,000	14,390,000	14,410,000
Grants and contributions - capital (s711) *	48,099,711	60,000,000	45,000,000	45,000,000	50,000,000	50,000,000	55,000,000	55,000,000	55,000,000	60,000,000	60,000,000	60,000,000
Other revenues	11,707,016	14,268,818	13,805,288	16,789,539	16,955,282	17,125,164	16,799,295	16,977,779	17,160,722	17,348,242	17,540,449	17,737,460
Rental income	4,833,107	7,431,467	11,008,365	9,579,392	9,853,085	9,404,962	9,645,136	9,906,899	10,176,478	10,454,113	10,740,142	10,614,845
Net gain from the disposal of assets	0	2,600,000	0	1,900,000	2,756,180	0	0	0	0	0	0	0
Fair value increment on investments	1,746,143	950,000	500,000	0	0	0	0	0	0	0	0	0
Total Income from Continuing Operations	**356,593,417**	**393,389,178**	**464,655,080**	**414,134,987**	**428,397,531**	**399,058,990**	**401,876,372**	**416,563,295**	**431,619,160**	**452,204,194**	**468,320,643**	**485,040,580**
Expenses from Continuing Operations												
Employee costs	92,116,416	102,371,310	108,307,641	109,961,723	113,206,583	117,283,049	121,295,544	125,440,863	129,730,678	134,169,852	138,763,643	143,523,009
Borrowing costs	7,005,264	10,062,640	9,372,329	8,521,394	7,969,145	6,333,989	6,124,014	5,591,869	5,090,928	4,621,990	4,271,840	3,920,059
Materials & services - tipping & waste services	33,731,457	35,113,336	41,778,873	42,157,228	45,222,094	48,012,502	52,483,664	54,903,368	57,422,180	60,550,294	66,528,000	69,380,394
Materials & services - Other	67,209,560	62,434,803	58,130,163	62,110,725	64,838,224	68,819,081	69,246,204	70,787,466	72,907,395	76,556,013	78,032,754	80,414,139
Legal costs	2,577,084	1,712,281	1,916,026	1,489,297	1,511,477	1,534,321	1,557,851	1,582,086	1,607,048	1,632,760	1,659,243	1,686,521
Consultants	2,639,904	968,135	263,133	271,686	279,836	288,232	296,880	305,786	814,960	824,409	834,142	844,165
Depreciation	49,568,564	53,954,814	55,646,710	58,966,590	60,728,907	63,168,817	63,933,845	65,273,040	67,355,545	69,352,857	71,885,968	73,584,802
Other expenses	5,523,920	5,588,184	6,062,742	5,625,517	5,654,422	5,684,050	5,714,423	5,745,553	5,777,459	5,810,164	5,843,688	5,878,048
Net loss from the disposal of assets	1,778,062	2,500,000	2,500,000	2,500,000	2,500,000	2,700,000	3,000,000	3,000,000	3,500,000	4,000,000	4,000,000	4,000,000
Total Expenses from Continuing Operations	**262,150,231**	**274,705,502**	**283,977,617**	**291,604,160**	**301,910,688**	**313,824,041**	**323,652,425**	**332,630,031**	**344,206,193**	**357,518,339**	**371,819,278**	**383,231,137**
Operating Results from Continuing Operations	**94,443,186**	**118,683,676**	**180,677,463**	**122,530,827**	**126,486,844**	**85,234,949**	**78,223,947**	**83,933,265**	**87,412,967**	**94,685,855**	**96,501,365**	**101,809,443**
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Net Operating Result for the Year	**94,443,186**	**118,683,676**	**180,677,463**	**122,530,827**	**126,486,844**	**85,234,949**	**78,223,947**	**83,933,265**	**87,412,967**	**94,685,855**	**96,501,365**	**101,809,443**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**(10,958,321)**	**(5,943,575)**	**3,321,530**	**3,461,931**	**5,543,272**	**4,804,558**	**8,813,947**	**14,523,265**	**18,002,967**	**20,275,855**	**22,111,365**	**27,399,443**



Statement of Financial Position
10 Year Financial Plan ending 30 June 2035
Scenario: Optimistic

	30-Jun-24 *Opening Balance Actual*	2024-25 Revised Budget	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
ASSETS												
Current Assets												
Cash & Cash Equivalents	101,083,000	176,493,425	154,314,158	162,646,632	172,063,228	182,731,640	194,929,258	207,293,134	221,102,377	237,535,086	257,200,773	277,569,663
Investments	104,225,000	84,645,199	82,174,716	68,437,247	79,034,724	61,372,263	51,952,285	37,037,318	37,037,318	31,542,331	27,617,339	26,832,341
Receivables	33,413,000	24,571,656	26,547,096	26,810,338	27,849,527	28,141,167	28,986,017	30,142,041	31,256,394	32,482,033	33,655,578	34,923,113
Inventories	285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000
Other	1,920,000	1,058,167	2,098,509	2,020,545	1,966,061	1,921,382	1,857,990	1,785,243	1,724,290	1,679,736	1,641,978	1,582,033
Total Current Assets	240,926,000	287,053,447	265,419,479	260,199,762	281,198,540	274,451,452	278,010,550	276,542,736	291,405,379	303,524,186	320,400,668	341,192,150
Non-Current Assets												
Investments	161,317,000	131,011,846	127,188,091	105,925,560	122,328,083	94,990,544	80,410,522	57,325,489	57,325,489	48,820,476	42,745,468	41,530,466
Receivables	644,000	618,660	663,172	705,185	738,624	778,193	816,703	859,715	903,168	948,482	994,262	1,043,884
Infrastructure, Property, Plant & Equipment	3,825,632,000	3,923,875,990	4,109,671,424	4,241,581,319	4,315,282,726	4,397,406,311	4,473,317,245	4,568,034,949	4,631,879,275	4,715,959,240	4,794,762,783	4,869,499,681
Intangible Assets	1,598,000	1,378,845	4,402,466	4,796,066	5,250,431	5,584,314	6,140,362	6,634,945	7,020,901	7,415,406	7,820,722	8,236,849
Right of Use Assets	9,323,000	8,269,761	6,292,532	5,184,423	3,922,773	3,973,227	11,052,197	9,929,397	8,606,597	7,483,797	6,160,997	5,038,197
Total Non-Current Assets	3,998,514,000	4,065,155,102	4,248,217,685	4,358,192,553	4,447,522,637	4,502,732,589	4,571,737,029	4,642,784,495	4,705,735,430	4,780,627,401	4,852,484,232	4,925,349,077
TOTAL ASSETS	4,239,440,000	4,352,208,549	4,513,637,164	4,618,392,315	4,728,721,177	4,777,184,041	4,849,747,579	4,919,327,231	4,997,140,809	5,084,151,587	5,172,884,900	5,266,541,227
LIABILITIES												
Current Liabilities												
Payables	22,886,000	21,544,000	21,129,329	21,197,855	21,772,554	22,446,676	23,004,927	23,476,702	24,113,376	24,938,457	25,841,182	26,509,504
Income received in advance	28,000	1,370,000	1,345,490	1,495,385	1,539,618	1,538,747	1,529,493	1,559,019	1,580,568	1,602,655	1,625,296	1,648,502
Contract Liabilities	57,518,000	37,889,058	18,920,793	17,983,744	17,983,744	17,983,744	17,983,744	17,983,744	17,983,744	17,983,744	17,983,744	17,983,744
Lease Liabilities	3,317,000	2,800,034	2,764,418	2,199,553	1,702,596	148,660	198,750	1,871,767	1,572,800	1,422,800	1,572,800	1,422,800
Borrowings	15,445,000	15,019,220	14,740,804	15,247,676	37,494,573	13,283,061	13,761,037	8,955,920	7,421,082	7,392,796	7,744,576	8,131,367
Provisions	31,038,000	29,294,010	26,876,541	25,876,541	25,876,541	25,876,541	25,876,541	25,876,541	25,876,541	25,876,541	25,876,541	25,876,541
Total Current Liabilities	130,232,000	107,916,322	85,777,375	84,000,754	106,369,626	81,277,429	82,354,492	79,723,693	78,548,111	79,216,993	80,644,139	81,572,458
Non-Current Liabilities												
Payables	13,235,000	13,235,000	10,980,051	11,126,882	11,170,211	11,169,358	11,160,293	11,189,216	11,210,324	11,231,960	11,254,138	11,276,870
Contract Liabilities	4,766,000	3,028,361	1,349,208	1,266,256	1,266,256	1,266,256	1,266,256	1,266,256	1,266,256	1,266,256	1,266,256	1,266,256
Lease Liabilities	6,561,000	4,908,401	2,850,175	2,034,917	959,308	2,563,334	9,595,964	6,800,147	5,776,314	4,803,514	3,330,714	2,357,914
Borrowings	201,165,000	198,695,754	183,954,950	168,707,274	131,212,701	117,929,640	104,168,603	95,212,683	87,791,601	80,398,805	72,654,229	64,522,862
Provisions	3,314,000	5,458,990	5,376,459	5,376,459	5,376,459	5,376,459	5,376,459	5,376,459	5,376,459	5,376,459	5,376,459	5,376,459
Total Non-Current Liabilities	229,041,000	225,326,506	204,510,843	188,511,788	149,984,935	138,305,047	131,567,575	119,844,761	111,420,954	103,076,994	93,881,796	84,800,361
TOTAL LIABILITIES	359,273,000	333,242,828	290,288,218	272,512,542	256,354,561	219,582,476	213,922,067	199,568,454	189,969,065	182,293,987	174,525,935	166,372,819
Net Assets	3,880,167,000	4,018,965,721	4,223,348,946	4,345,879,773	4,472,366,616	4,557,601,565	4,635,825,512	4,719,758,777	4,807,171,744	4,901,857,600	4,998,358,965	5,100,168,408
EQUITY												
Retained Earnings	2,395,399,000	2,534,197,721	2,738,580,946	2,861,111,773	2,987,598,616	3,072,833,565	3,151,057,512	3,234,990,777	3,322,403,744	3,417,089,600	3,513,590,965	3,615,400,408
Revaluation Reserves	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000	1,484,768,000
Council Equity Interest	3,880,167,000	4,018,965,721	4,223,348,946	4,345,879,773	4,472,366,616	4,557,601,565	4,635,825,512	4,719,758,777	4,807,171,744	4,901,857,600	4,998,358,965	5,100,168,408
Total Equity	3,880,167,000	4,018,965,721	4,223,348,946	4,345,879,773	4,472,366,616	4,557,601,565	4,635,825,512	4,719,758,777	4,807,171,744	4,901,857,600	4,998,358,965	5,100,168,408



Statement of Cash Flows
10 Year Financial Plan ending 30 June 2035
Scenario: Optimistic

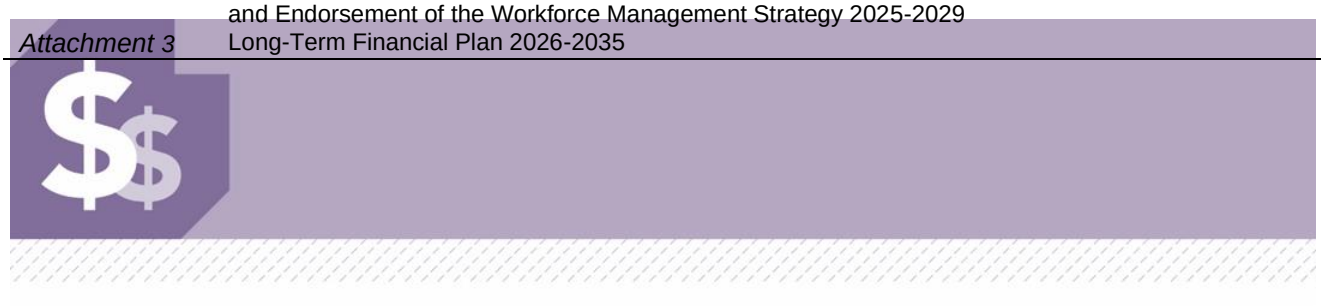
	30-Jun-24											
	Opening Balance Actual	*2024-25 Revised Budget*	*2025-26*	*2026-27*	*2027-28*	*2028-29*	*2029-30*	*2030-31*	*2031-32*	*2032-33*	*2033-34*	*2034-35*
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	168,332,000	183,149,964	195,865,460	204,937,068	215,688,422	228,509,914	241,999,752	256,064,402	270,298,988	285,116,439	300,114,365	316,313,640
User Charges & Fees	17,180,000	23,688,193	17,546,154	18,278,556	19,089,936	19,101,491	19,153,107	19,591,751	19,952,039	20,282,474	20,621,181	20,968,363
Interest & Investment Revenue Received	15,848,000	18,964,818	20,210,116	21,699,221	21,682,067	22,936,312	23,043,270	22,485,662	22,334,529	22,069,126	22,183,096	21,968,719
Grants & Contributions	103,972,000	145,098,717	190,354,029	133,216,484	134,401,139	89,060,430	80,216,826	80,398,030	80,583,766	85,774,145	85,949,281	86,169,298
Bonds, Deposits & Retentions Received	-	-	(3,200,000)	-	-	-	-	-	-	-	-	-
Other	43,290,000	21,754,170	24,729,001	26,948,298	26,751,392	27,118,763	26,570,803	26,853,940	27,313,581	27,713,144	28,256,036	28,326,609
Payments:												
Employee Benefits & On-Costs	(90,772,000)	(100,371,310)	(110,307,641)	(109,961,723)	(113,206,583)	(117,283,049)	(121,295,544)	(125,440,863)	(129,730,678)	(134,169,852)	(138,763,643)	(143,523,009)
Materials & Contracts	(142,142,000)	(120,733,303)	(123,164,757)	(106,676,295)	(111,097,072)	(117,734,429)	(122,900,545)	(126,931,213)	(131,984,656)	(138,632,272)	(146,051,698)	(151,532,546)
Borrowing Costs	(6,672,000)	(10,062,640)	(9,453,147)	(8,600,715)	(8,051,192)	(6,535,748)	(6,195,490)	(5,665,917)	(5,139,120)	(4,661,923)	(4,311,620)	(3,961,733)
Other	(1,301,000)	(6,133,945)	(4,585,513)	(5,517,408)	(4,392,772)	(5,734,504)	(12,793,393)	(4,622,753)	(4,454,659)	(4,687,364)	(4,520,888)	(4,755,248)
Net Cash provided (or used in) Operating Activities	**107,735,000**	**155,354,665**	**197,993,702**	**174,323,486**	**180,865,338**	**139,439,180**	**127,798,786**	**142,733,040**	**149,173,790**	**158,803,917**	**163,476,110**	**169,974,093**
Cash Flows from Investing Activities												
Receipts:												
Sales of Investment / Redemption of Term Deposits	374,000,000	70,000,000	30,000,000	35,000,000	-	45,000,000	24,000,000	38,000,000	-	14,000,000	10,000,000	2,000,000
Sale of Infrastructure, Property, Plant & Equipment	970,000	15,656,500	-	4,500,000	50,000,000	-	-	-	-	-	-	-
Payments:												
Purchase of Investment / Acquisition of Term Deposits	(289,284,000)	-	-	-	(27,000,000)	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(200,117,000)	(158,543,523)	(229,053,907)	(188,005,085)	(176,583,499)	(134,961,285)	(124,029,057)	(152,455,327)	(124,395,827)	(146,937,327)	(144,404,827)	(141,847,827)
Purchase of Intangible Assets	(437,000)	(1,341,360)	(3,416,000)	(765,000)	(845,000)	(765,000)	(870,000)	(730,000)	(590,000)	(590,000)	(590,000)	(590,000)
Net Cash provided (or used in) Investing Activities	**(114,868,000)**	**(74,228,383)**	**(202,469,907)**	**(149,270,085)**	**(154,428,499)**	**(90,726,285)**	**(100,899,057)**	**(115,185,327)**	**(124,985,827)**	**(133,527,327)**	**(134,994,827)**	**(140,437,827)**
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	23,000,000	12,216,500	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of Borrowings & Advances	(15,190,000)	(15,111,526)	(15,019,220)	(14,740,804)	(15,247,676)	(37,494,573)	(13,283,061)	(13,761,037)	(8,955,920)	(7,421,082)	(7,392,796)	(7,744,576)
Lease liabilities (principal repayments)	(3,301,000)	(2,820,831)	(2,683,842)	(1,980,123)	(1,772,566)	(549,910)	(1,419,050)	(1,422,800)	(1,422,800)	(1,422,800)	(1,422,800)	(1,422,800)
Net Cash provided (or used in) Financing Activities	**4,509,000**	**(5,715,857)**	**(17,703,062)**	**(16,720,927)**	**(17,020,242)**	**(38,044,483)**	**(14,702,111)**	**(15,183,837)**	**(10,378,720)**	**(8,843,882)**	**(8,815,596)**	**(9,167,376)**
Net Decrease / (Increase) in Cash & Cash Equivalents	**(2,624,000)**	**75,410,425**	**(22,179,267)**	**8,332,474**	**9,416,597**	**10,668,412**	**12,197,618**	**12,363,876**	**13,809,243**	**16,432,708**	**19,665,687**	**20,368,890**
plus: Cash & Cash Equivalents - beginning of period	103,707,000	101,083,000	176,493,425	154,314,158	162,646,632	172,063,228	182,731,640	194,929,258	207,293,134	221,102,377	237,535,086	257,200,773
Cash & Cash Equivalents - end of period	101,083,000	176,493,425	154,314,158	162,646,632	172,063,228	182,731,640	194,929,258	207,293,134	221,102,377	237,535,086	257,200,773	277,569,663



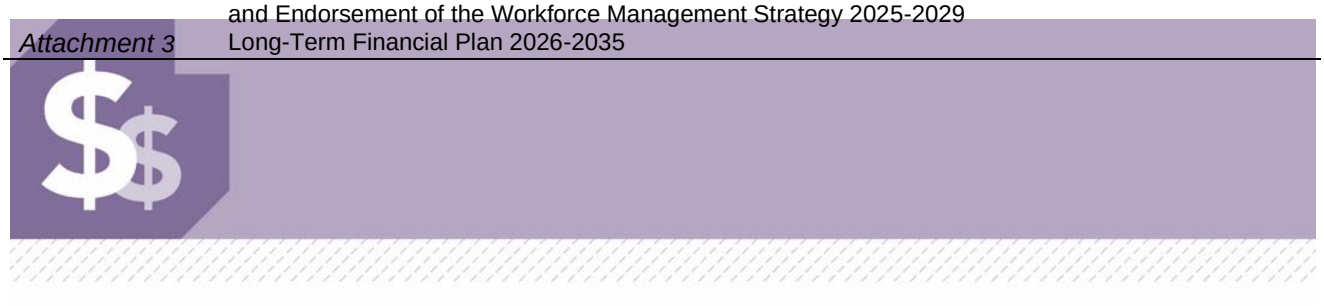
Appendix

Schedule of Capital Projects Planned for 2025-26

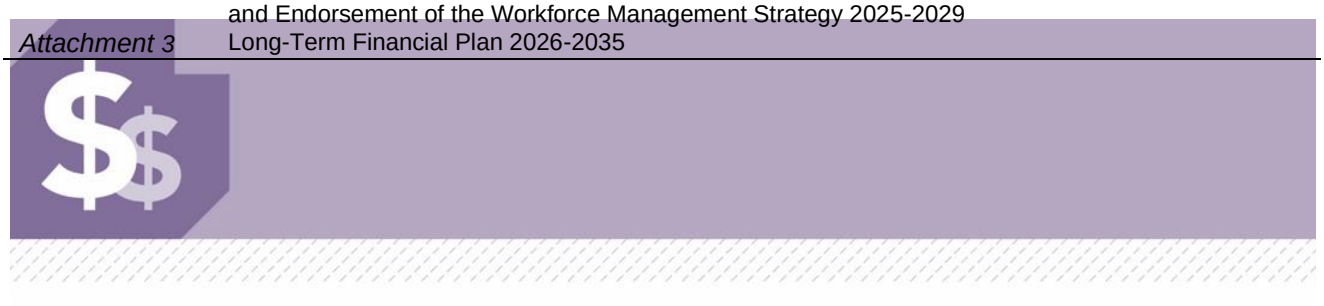
Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Buildings	**7,560,000**	**1,204,000**	**1,700,000**	**4,656,000**
Buildings Accessibility Infrastructure	120,000	0	0	120,000
Child Care Centre Rehabilitation / Renovation	60,000	0	0	60,000
Community Centre Rehabilitation Program	500,000	0	0	500,000
Water & Energy Conservation Delivery Program	60,000	0	0	60,000
Heritage Conservation Program	140,000	0	0	140,000
Sports Amenity Building Upgrade Program	995,000	0	0	995,000
Leisure Centre Upgrade Program - Michael Wenden	150,000	0	0	150,000
Depot - New Truck Wash Bay	111,000	0	0	111,000
Compliance Program	100,000	0	0	100,000
Lighthorse Park Community Hub	1,204,000	1,204,000	0	0
Whitlam Leisure Centre Main Hall Change Room Renewal	100,000	0	0	100,000
Casula Powerhouse Four AC Chillers Replacement	900,000	0	0	900,000
Casula Powerhouse Replacement of Awning	70,000	0	0	70,000
Cssula Powerhouse Smokestack Demolition	1,000,000	0	0	1,000,000
New Sports Amenity at Carnes Hill	1,700,000	0	1,700,000	0
School of Arts Refurbishment	350,000	0	0	350,000
Drainage and Floodplain	**27,025,000**	**21,157,000**	**3,343,000**	**2,525,000**
Moorebank Voluntary Acquisition Scheme	1,200,000	800,000	0	400,000
Programmed Drainage Renewal	100,000	0	0	100,000
Stormwater Pipe Inspection, Assessment & Ancillary Works	150,000	0	0	150,000
Stormwater Pipe Relining	300,000	0	0	300,000
Stormwater Pipe Structural Patches	300,000	0	0	300,000
Erosion Protection - Various Sites	250,000	0	0	250,000
Gross Pollutant Trap	650,000	0	0	650,000



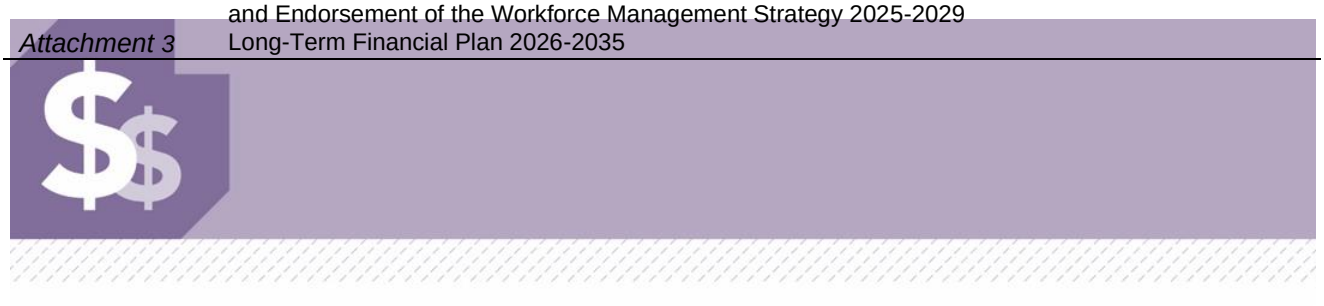
Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Prescribed Basins - Restoration & Renewal	50,000	0	0	50,000
Telemetry System Maintenance	50,000	0	0	50,000
Gross Pollutant Traps (GPT)	75,000	0	0	75,000
Flood Detention Basin 14 Edmondson Park - Construction	2,000,000	0	2,000,000	0
Construction of Basin 5 - Austral & Leppington North	7,500,000	6,157,000	1,343,000	0
Brickmakers Creek - Woodward Park Construction	6,360,000	6,360,000	0	0
Power House Road - Georges River Erosion Protection works	7,840,000	7,840,000	0	0
Program - Drainage and Floodplain	200,000	0	0	200,000
Information Technology	**3,416,000**	**0**	**0**	**3,416,000**
Corporate Systems Upgrade - Pathway	100,000	0	0	100,000
Corporate Systems Upgrade - Technology One	850,000	0	0	850,000
Safety Management System	250,000	0	0	250,000
Contract Management System (CMS)	150,000	0	0	150,000
Enterprise Telephony	380,000	0	0	380,000
ITSM inc KB	56,000	0	0	56,000
Project and Portfolio Management Solution	40,000	0	0	40,000
End User Device Replacement	140,000	0	0	140,000
WAN	100,000	0	0	100,000
Compute & Storage	100,000	0	0	100,000
Firewall	400,000	0	0	400,000
Backup/DR	200,000	0	0	200,000
Employee Onboarding/Offboarding	35,000	0	0	35,000
Zero-Touch Deployment	40,000	0	0	40,000
System Hardening - locking down end points USB ports etc	40,000	0	0	40,000
AOVPN	25,000	0	0	25,000
MDM	40,000	0	0	40,000
CCTV/Access Control	100,000	0	0	100,000
State Cadastre	50,000	0	0	50,000
Data Cleansing	100,000	0	0	100,000



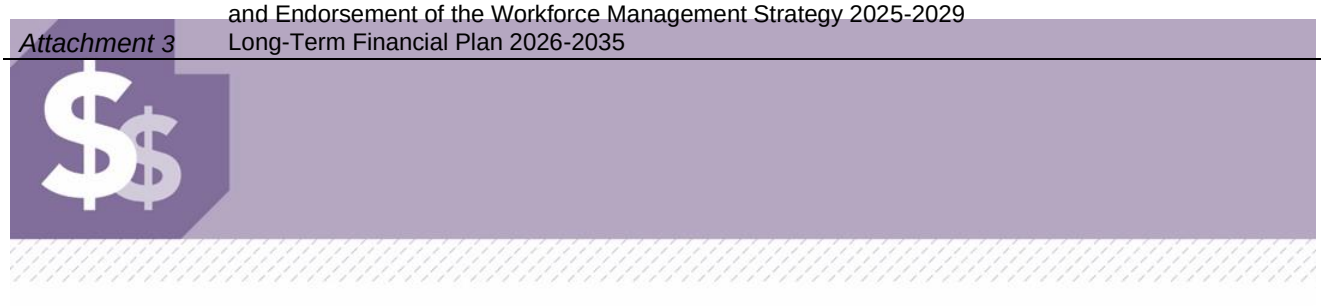
Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Data LakeHouse	70,000	0	0	70,000
Master Data Model	40,000	0	0	40,000
Business Process Mapping	50,000	0	0	50,000
Information classification, management & retention policies	60,000	0	0	60,000
Land	**62,246,016**	**2,500,000**	**58,246,016**	**1,500,000**
R5-Middleton Grange-Collector Centre Street-Land Acquisition	190,373	0	190,373	0
R8-Middleton Grange-Local Street -Land Acquisition	55,643	0	55,643	0
Capitalised Waste Remediation Costs	1,000,000	0	0	1,000,000
Strategic Land Acquisition & Rezoning for Waste Operations (b)	500,000	0	0	500,000
Land Acquisition - Various	58,000,000	0	58,000,000	0
Sydney Catholic Schools land acquisition	2,500,000	2,500,000	0	0
Library Materials	**652,500**	**0**	**60,000**	**592,500**
Adult fiction	69,000	0	60,000	9,000
Adult non-fiction	62,500	0	0	62,500
Audio-visual resources	74,000	0	0	74,000
Children's resources Fiction	73,000	0	0	73,000
Foreign language	90,000	0	0	90,000
Large print books	42,000	0	0	42,000
LIAC	5,000	0	0	5,000
Liverpool Heritage Library	7,500	0	0	7,500
Reference	8,000	0	0	8,000
Special resources	14,500	0	0	14,500
Young adult resources	24,000	0	0	24,000
Junior Audio Visual Resources	31,000	0	0	31,000
HSC Collection	30,500	0	0	30,500
Children’s Resources Non-Fiction	29,500	0	0	29,500
School Collection	33,000	0	0	33,000
Customer Collection Requests	35,000	0	0	35,000
Reads on the Run	24,000	0	0	24,000



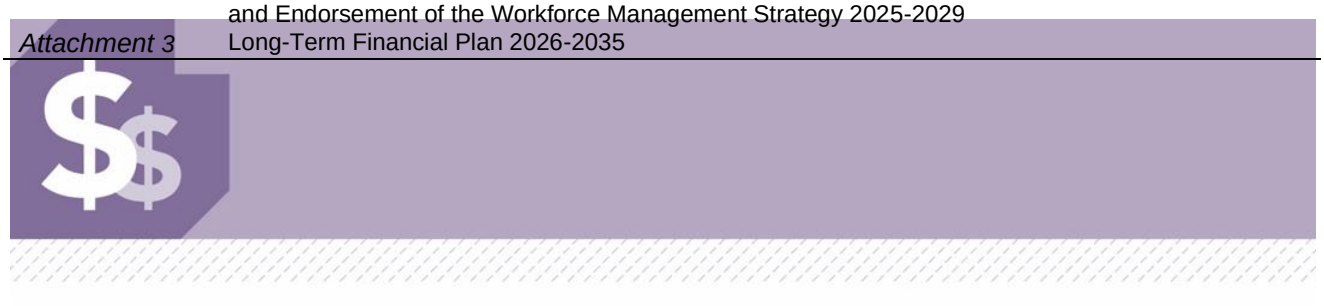
Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Office Equipment, Furniture and Fittings	**3,206,500**	**0**	**0**	**3,206,500**
Library Network Services Capital Items	56,500	0	0	56,500
Mattress Collection (b)	250,000	0	0	250,000
Level 7 Fitout - LCP	2,900,000	0	0	2,900,000
Parks and Recreation	**25,868,000**	**12,469,958**	**10,037,042**	**3,361,000**
Playground Replacement program	560,000	0	0	560,000
Bush Regeneration Program (a)	330,000	0	0	330,000
Solar Light Program	120,000	0	0	120,000
Shade Structure Program	115,000	0	15,000	100,000
Meehan Park - Local Park Upgrade	240,000	0	60,000	180,000
Woodside Park - Outdoor Gym	210,000	0	70,000	140,000
Schell Park - Outdoor Gym	130,000	0	50,000	80,000
Local Park LP22 Austral - Delivery	2,275,000	1,140,958	1,134,042	0
Carnes Hill Recreation Precinct Stage 2 Aquatic Centre	3,064,000	3,064,000	0	0
Lighthorse Park Play Area and Open Space Construction	8,015,000	8,015,000	0	0
Scott Memorial Park – Sports Park Upgrade	720,000	0	720,000	0
Park Fence Replacement Program	150,000	0	50,000	100,000
Scott Memorial Park – Floodlight Upgrade	300,000	0	300,000	0
Local Park LP2 Austral – Delivery	1,640,000	0	1,640,000	0
Carnes Hill Sporting Fields	3,934,000	0	3,934,000	0
Homestead Park Amenities	480,000	0	0	480,000
Lt Cantello Pump Track	650,000	0	184,000	466,000
Lakeside Park – Stage 1 Upgrade	450,000	0	145,000	305,000
Winnal Oval - Upgrade	320,000	0	100,000	220,000
Lillian Bratkovic Reserve - Upgrade	110,000	0	0	110,000
Sportsfield Floodlight Audit	170,000	0	0	170,000
Local Park LP51 & 52 Austral - Park Development	515,000	0	515,000	0
Light Horse Park Embellishment and Upgrades	250,000	250,000	0	0
Craik Park Redevelopment - Design	370,000	0	370,000	0



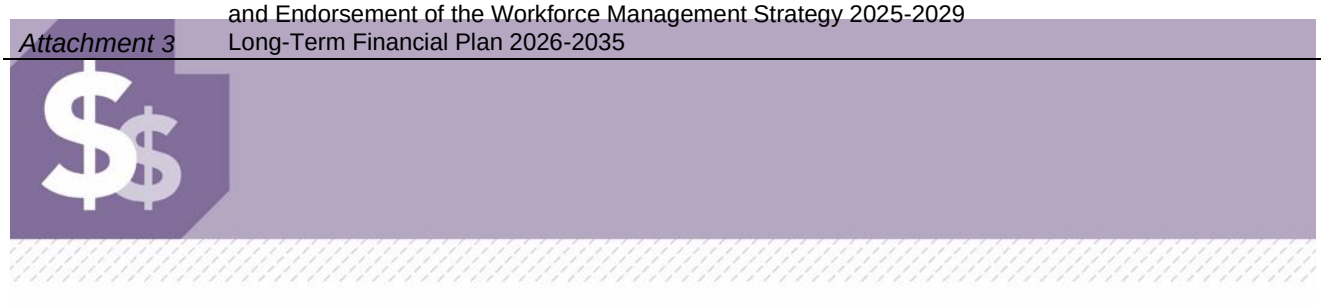
Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Urban Forest Strategy - Tree Planting	750,000	0	750,000	0
Plant and Fleet	**5,228,000**	**0**	**0**	**5,228,000**
Major Plant	1,744,000	0	0	1,744,000
Mattress Processing - Shredder (b)	450,000	0	0	450,000
Cleansing and Waste Capital Items	280,700	0	0	280,700
Open Spaces Parks Capital Items	814,000	0	0	814,000
Open Spaces Civil Capital Items	877,300	0	0	877,300
Fleet Workshop Capital Items	253,000	0	0	253,000
Infrastructure Planning Capital Items	42,000	0	0	42,000
Facilities Management Capital Items	162,000	0	0	162,000
City Environment Capital Items (a)	605,000	0	0	605,000
Roads, Bridges and Footpaths	**111,763,749**	**81,119,117**	**23,199,382**	**7,445,250**
Bus Shelter Installations	25,200	0	25,200	0
R5 - Middleton Grange - Collector Centre Street Road Works	40,927	0	40,927	0
R6 - Middleton Grange - Collector Centre Street Road Works	50,959	0	50,959	0
C2 - Middleton Grange - Culvert Construction at Bravo Ave	290,095	0	290,095	0
C3 - Middleton Grange - Culvert Construction Southern end	290,095	0	290,095	0
R7 - Middleton Grange - Local Street - Road Works	24,987	0	24,987	0
R8-Middleton Grange-Local Street -Road Works	8,418	0	8,418	0
Local Street (Bravo Ave) – R4 - M Grange	252,265	0	252,265	0
Bridge Rehabilitation & Renewal	50,000	0	0	50,000
Kerb & Gutter Replacement	50,000	0	0	50,000
Bus Stops - Compliance	50,000	0	0	50,000
Middleton Grange Culvert - C4 - Eastern of WM4	290,095	0	290,095	0
M.Grange Road Works R3 (Bravo Ave between Qantas & Globe)	53,247	0	53,247	0



Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
M. Grange Collector Centre Street R1 (Qantas Boulevard)	5,358,754	0	5,358,754	0
Road Resurfacing Program - Programmed Patching	300,000	0	0	300,000
Traffic Facilities in East Leppington	2,000,000	0	2,000,000	0
Edmondson Ave - Detailed Design	9,883,175	9,883,175	0	0
Edmondson Avenue Land Acquisition	12,000,000	12,000,000	0	0
Kurrajong Road / Lyn Pde Intersection Upgrade - Design	6,943,000	6,943,000	0	0
Oliveri Crescent, Green Valley - Green Valley to Weipa	580,000	0	0	580,000
Edmondson Avenue Construction	4,703,655	4,703,655	0	0
Governor Macquarie Drive & Hume Highway Intersection	11,687,500	6,687,500	5,000,000	0
Middleton Drive - M7 Underpass - Construction	6,000,000	3,485,660	2,514,340	0
Traffic Facilities - Safety Related Projects	170,000	0	0	170,000
Denham Court Road Upgrade	1,715,000	1,715,000	0	0
Bernera Road upgrade at Yarrunga St/Yato Rd	2,000,000	0	2,000,000	0
Governor Macquarie Dr Upgrade - Munday Street to ATC Access	2,000,000	2,000,000	0	0
Traffic Facilities in Austral Leppington North	5,000,000	0	5,000,000	0
WSIGP Macquarie St, Streetscape Upgrade	7,079,236	7,037,236	0	42,000
WSIGP Railway St. Streetscape Upgrade	6,219,898	6,111,898	0	108,000
WSIGP Scott St. Streetscape Upgrade	7,361,393	7,253,393	0	108,000
Liverpool CBD Car Parks EOI Project	50,000	0	0	50,000
Boundary Road, Liverpool - Gill to Bird	1,482,150	889,150	0	593,000
Footpath Guthega Crescent Heckenberg	172,000	0	0	172,000
Access to Casula Train Station via Carol Park	750,000	500,000	0	250,000
Road Surfacing – Epsom Road, Alfred St to Newbridge Rd	1,500,000	0	0	1,500,000
Lighthorse Park Redevelopment – Car Park Construction	7,030,000	7,030,000	0	0



Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Power House Road - Street Lighting (TfNSW grant)	665,000	565,000	0	100,000
Bathurst Street & Norfolk Serviceway, Liverpool Close	250,350	250,350	0	0
Lyn Parade, Prestons at 300m north from Enterprise Circuit,	200,250	200,250	0	0
Campbell Street & Castlereagh Street, Liverpool	370,600	370,600	0	0
Cartwright Avenue & Willan Drive, Cartwright	821,250	821,250	0	0
Heckenberg Avenue, Busby, From Spica Street to Cartwright Av	85,000	85,000	0	0
Devonshire Road - Install audio tactile, shoulder construction	785,500	785,500	0	0
May Avenue, Rossmore - Rossmore to Wynyard	530,000	0	0	530,000
Twelfth Avenue East, Austral - Devonshire to East End	500,000	0	0	500,000
South Liverpool Road, Busby - Lyndley to St Johns - R2R	528,000	528,000	0	0
Capricorn Boulevarde, Green Valley (Coronation to Nth Liverpool)	380,000	380,000	0	0
Sutton Road, Ashcroft - Sinclair to Magee - R2R	247,500	247,500	0	0
Hebburn Place, Cartwright (Willan to End)	12,000	0	0	12,000
Khancoban Street, Heckenberg - St Johns to Tantangara - R2R	114,000	114,000	0	0
Buckland Road, Casula - St Andrews to Carroll Park - R2R	162,000	162,000	0	0
Tucker Road, Casula - Leacocks to End	430,000	0	0	430,000
Riddell Street, West Hoxton - Terry to Carmichael	140,250	0	0	140,250
Lions Avenue, Lurnea - Rowe to Taloma	400,000	0	0	400,000
Ash Road, Prestons - Hoxton Park Rd to Jedda	600,000	0	0	600,000
Nuwarra Road, Moorebank - Maddecks to Junction (Block Grant)	370,000	370,000	0	0



Projects	Total Expenditure	Grants	S7.11 Developer Contributions	Consolidated Funds
Clementson Avenue, Kemps Creek - 15th Avenue to 15th Avenue	530,000	0	0	530,000
Pedestrian Crossing - Australis Ave and Daintree Dr Wattle	180,000	0	0	180,000
Total Capital Expenditure	**246,965,765**	**118,450,075**	**96,585,440**	**31,930,250**

Notes:
(a) Project is funded from Environment Levy
(b) Project is funded from Domestic Waste Reserve

Notes:
(a) Project is funded from Environment Levy
(b) Project is funded from Domestic Waste Reserve



Further information

If you require further information on the plan, please contact Council:

By Phone: 1300 36 2170

By Interstate Phone: (02) 9821 9222

By NRS: 133 677 (for hearing or speech impaired customers)

In Person: 50 Scott Street, Liverpool NSW 2170

By Email: lcc@liverpool.nsw.gov.au

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Council's Website: www.liverpool.nsw.gov.au

Draft Revenue Pricing Policy

Fees and Charges

FY 2025 - 2026

LIVERPOOL CITY COUNCIL

CFD 01	Adoption of the Draft Community Strategic Plan 2025-2035, Draft Delivery Program 2025-2029 and Operational Plan 2025-2026 and Resourcing Strategy including the Draft Long-Term Financial Plan 2026-2035, Revenue Pricing Policy (Fees and Charges), Asset Management Strategy 2025-2035 and Endorsement of the Workforce Management Strategy 2025-2029
Attachment 4	Statement of Revenue Pricing Policy (Fees and Charges 2025-2026)

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Introduction

Local Government is the third tier of government and is closest to the people. Liverpool City Council exists to provide a wide range of services for the benefit of its local community. In doing so, Council operates in a complex, legislative, economic and social framework. With the participation of the community, Council strives to provide services and facilities in an efficient, effective and professional manner.

In providing these services and facilities, there are a number of considerations, including:

- A large part of Council's revenue comes from ratepayers who expect a certain level and quality of service for their contribution of rates
- Council receives grants from other spheres of Government that may prescribe policies and pricing practices
- Commonwealth and State legislation are often prescriptive in relation to certain areas of Local Government.

The traditional role of councils has changed in recent times and councils now provide a wide range of physical, social and recreational services and facilities. Communities are demanding both a wider range and higher quality of services. Operating in an economic environment of tight fiscal constraint, the availability of additional funds from other levels of government has been restricted.

It is within this context that the Revenue Pricing Policy is formulated to form part of the draft Delivery Program and Operational Plan for the 2024-2025 financial year.

Types of Revenue

The funds to enable Council to carry out its works and services and provide facilities come from the following revenue categories:

- Rates
- Annual charges for services
- Fees for services
- Federal and State Government grants
- Borrowings
- Earnings from investments and entrepreneurial activities
- Other revenues, including income from the sale of assets.

In financing its works and services Council also draws on accumulated reserves.

Ordinary rates continue to be the major source of revenue for local government. The graph on the following page indicates the various sources of operating revenue received in 2023-2024 (excluding profit from sale of assets and capital grants and contributions).

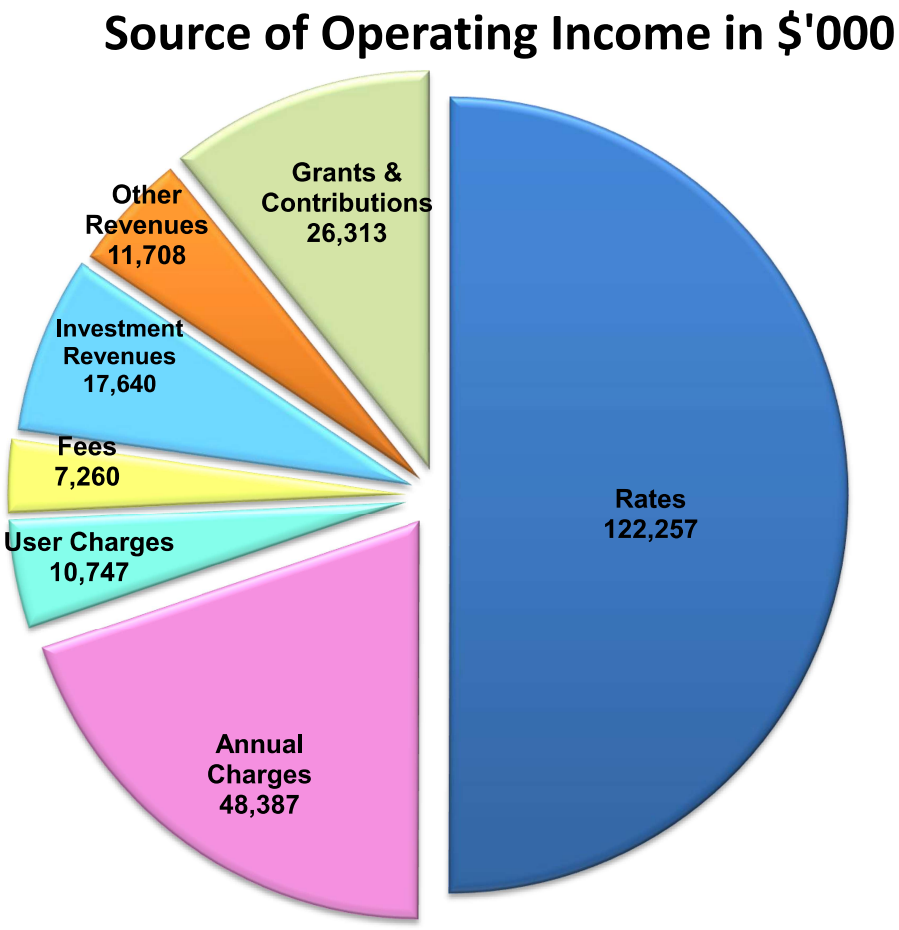
Principles of efficiency, effectiveness and equity are critical to the development of the Revenue Pricing Policy.

Efficiency generally means ensuring that resources are devoted to the most valuable ends as determined by Council, whilst using as few resources as possible. It generally relates to the cost at which services and facilities desired by the community are delivered or provided.

Effectiveness relates to the satisfaction of stated objectives so that outcomes of decisions and the needs and demands of consumers are taken into consideration. Achievement is demonstrated by the provision of service standards that meet the needs of Council's customers.

Equity refers to ensuring that services are provided to those who need them, even though they may be unable to pay for the particular service.

This document provides pricing policies for rates, annual charges and fees for specific services provided by Council



Source: Liverpool City Council 2023-2024 audited Financial Statements

Rating Categories and Structure

Categories

Council's current rating structure adheres to the requirements of the *Local Government Act 1993* which provides for all rateable properties to be categorised into one of four categories of ordinary rates as follows:

- Residential Category
- Farmland Category
- Mining Category
- Business Category

For 2025-2026 the farmland category is assessed at approximately 62.50 per cent of the residential rate.

The criteria in determining the categorisation of land are as follows:

Residential – includes any rateable parcel of land valued

i. The dominant use is for residential accommodation, or
ii. If vacant land, is zoned or otherwise designated for use for residential purposes under an environmental planning instrument, or
iii. Is rural residential land.

Farmland – includes any parcel of rateable land valued as one assessment and the dominant use of the land is for farming. The farming activity must have a significant and substantial commercial purpose or character and must be engaged in for the purpose of profit on a continuous or repetitive basis (whether or not a profit is actually made).

Properties which meet these criteria are categorised as Farmland and are levied a lower rate in the dollar.

Mining – includes any rateable parcel of land valued as one assessment with the dominant use being for a coal mine or a metals mine. There are no properties currently categorised as Mining.

Business – is rateable land that cannot be classified as farmland, residential or mining.

Land that is categorised as Business is levied at the business rate. For 2025-2026, the business rates applicable are listed in the 2025-2026 Schedules of Rates and Charges.

Additionally, each of these categories can be divided into sub-categories that are determined based on:

- For the farmland category, according to the *intensity of land use* or *economic factors* affecting the land
- For the residential category, whether the land is *rural residential* land or within a *centre of population*
- For the business category, whether the land is located within a *centre of activity.*

Liverpool City Council has 17 sub-categories of Business. Those categories are detailed in the 2025-2026 schedules of rates and charges.

Structure

Ordinary rates may consist of:

1. Ad valorem rates (a rate per dollar of land value) subject to a minimum charge.
2. Base amount to which ad valorem is added.

Liverpool City Council uses base amounts for its Residential and Farmland categories and minimums for Business.

Base amounts allow councils to charge all properties a fixed charge or levy to cover the cost of common services, as well as the basic general administration costs of council from which all properties benefit regardless of their ratable value. Base amounts are also used to "flatten" the large discrepancies of rates paid due to varying land values in a local government area. In Liverpool the current base charge is $647 per property irrespective of its size or land value. The proposed base rate will be increased to $682 in 2025-2026. The remaining portion of the rate is determined by the land value (ad valorem). Council may generate up to a maximum of 50 per cent of the particular rating category from base amounts. Liverpool City Council will receive approximately 50 per cent of its residential rates from base amounts in 2025-2026. Thus, the use of base amounts gives Council greater control of its rating structure and limits the effects of rate variation from outside influences such as fluctuating land values etc.

Minimum rates rely purely on the land value of the property multiplied by an ad valorem amount. However, if the calculated amount is less than $775 (the minimum amount being approved by the Office of Local Government), Council can charge this amount in lieu of the lower amount.

Rate Pegging

The NSW Government introduced rate pegging in 1977. Rate pegging limits the amount that Council can increase its rate revenue from one year to the next by a specified figure determined by the Independent Pricing and Regulatory Tribunal (IPART).

For 2025-2026, IPART has announced the limit by which Liverpool City Council's general income may be varied at 6 per cent.

General income comprises income from ordinary rates and special rates. It does not include income from the Domestic Waste Management (DWM) charge. It is proposed to increase the DWM charge by 9 per cent from $620 to $670 in 2025-2026 due to increased costs associated with the provision of this service.

Valuations

Rates are assessed on a rate in the dollar as a product of the land value supplied by the Valuer General. The Valuation of Land Act requires Council to assess the rates on the most recent values provided by the Valuer General. Council will use valuations as at base date 1 July 2022 to assess the 2025-2026 rates. The total land value in the Liverpool Local Government Area as of April 2025 is $69,388,878,624.

How your rates are calculated

In determining rates payable by landowners, Council is mindful of setting rates which are as fair and equitable as possible, whilst complying with the relevant State Government legislation. With residential rates, Council uses a base amount to help even out rate increases in areas where there have been extreme variations in land values. In other words, not all your rate amount is tied to the land value of your property. As previously indicated, the base amount proposed for 2025-2026 is $682 per property.

Your residential rate is calculated in two parts using:

1. Your land value &
2. A base charge.

Here is an example of how a residential rate would be calculated in 2025-2026 for an average land value of $690,000 at 5 per cent permissible increase.

Land Value	$681,000 X 0.001001	$682.68
Base Amount		$682.00
Environment Levy	$680,000 X 0.0000342	$ 23.26
Domestic Waste Management Annual Charge		$670.00
Stormwater Management Annual Charge		$ 25.00
Total Rates Payable		**$2,082.94**

Special Rates

In addition to the ordinary rates, the Local Government Act makes provision for a special rate. Council may consider special rates if it wishes to finance a project that will benefit either the whole of the city or part of the city. A project may be comprised of works, services, facilities or activities.

A special rate can be levied on any rateable land that, in the Council's opinion, benefits or will benefit from the project in question, or contributes to the need for the project, or has access to the project. Council is free to levy different special rates for various projects or for similar projects in different parts of the Local Government Area.

When setting special rates for land, it is important that Council can define with some precision how the project will affect that land. The rate must then be applied consistently to the affected assessments. All land which benefits from the project subjected to the special rate.

A special rate may be made for, or towards meeting the cost of any existing or proposed project within any part or the whole of the Council's area. The amount of the special rate is determined according to the assessment of the relationship between the estimated cost of the activity and the degree of benefit afforded to the ratepayer by providing the activity.

Like an ordinary rate, a special rate is based on the land value of rateable properties and may consist of an ad valorem rate (which may be subject to a minimum rate) or a base amount to which an ad valorem rate is added.

If the purpose of any income to be levied by a special rate is not for water supply, sewerage charges or domestic waste management services, then the income raised will form part of Council's general income. This income will need to form part of Council's permissible general income or require IPART approval if the income exceeds the permissible limit.

Annual Charges (section 501)

In addition to ordinary rates and special rates, Councils may levy an annual charge for any of the following services:

- Water supply services
- Sewerage services,
- Drainage services,
- Waste management services (excluding domestic waste services)
- Any other services prescribed by the regulations

Liverpool City Council utilised annual charges for its domestic waste management service and its stormwater management service.

RATES IN THE DOLLAR 2025-2026

IPART has determined the general rate increase for Liverpool City Council in 2025-2026 is 6 per cent. The rate to be applied to the value of land is provided in the fourth column of the table on the following page.

The estimated permissible rating revenue for 2025-2026 is as follows:

Description	2025-2026 Rate Income Estimate
Permissible rating income from 2024 – 2025	$ 131,656,163
6 per cent rate pegging increase	$ 7,899,370
Adjustments (LV objections, catch up)	$ 32,966
Subtotal	**$ 139,588,499**

The above estimate of rate revenue for 2025-2026 complies with Council permissible rate yield as approved by the Division of Local Government.

Variations will occur throughout the budget year between the estimated rate revenue indicated above and the actual income received. Reasons for variations between estimated income and actual income received include:

- Previously non-rateable properties becoming rateable during the year.
- Properties being withheld from rating, pending revised valuation particulars from the Valuer General's Office. This occurs when properties are subdivided, and new valuation particulars are requested for the newly created lots. This usually results in an increase in the valuation base for the following year.
- Properties being rated for previous years upon receipt of new valuation particulars. There is a time delay associated with requesting new valuation particulars. This may result in some properties not being rated for a particular year until subsequent rating periods. This artificially inflates the rating revenue received for the year the rates are actually levied.

2025/2026
RATES & CHARGES

	LAND VALUE	NO OF PROPERTIES	RATE IN $ (cents in $)	MINIMUM (M) or BASE CHARGE (B)	APPROX GROSS YIELD ($)
RESIDENTIAL					
Residential	53,757,887,906	78,863	0.001001	682.00(B)	107,595,223
BUSINESS					
Prestons Industrial	2,909,044,100	878	0.001310	830.00(M)	4,026,525
Warwick Farm Sports	130,517,000	48	0.002973	830.00(M)	388,027
Moorebank Intermodal	479,257,000	8	0.002964	830.00(M)	1,420,957
Moorebank/Liverpool Industrial	2,016,550,712	539	0.001950	830.00(M)	3,972,358
Miller Business	12,713,736	13	0.010650	830.00(M)	145,035
Chipping Norton Industrial	1,202,290,000	586	0.001635	830.00(M)	2,035,287
Moorebank Business	31,570,000	50	0.006710	830.00(M)	215,824
Warwick Farm Industrial South	269,770,000	64	0.002337	830.00(M)	644,261
Casula Business	23,000,000	1	0.007865	830.00(M)	180,895
Warwick Farm Industrial North	143,130,000	7	0.002810	830.00(M)	402,195
Liverpool CBD	966,954,392	659	0.004875	830.00(M)	4,787,869
Orange Grove Business	336,859,820	169	0.002190	830.00(M)	754,157
CBD Central	80,385,000	4	0.032500	830.00(M)	2,636,628
Business General	1,931,068,356	669	0.002450	830.00(M)	4,792,317
Business General West	447,250,000	2	0.001525	830.00(M)	682,056
Len Waters Estate	247,190,000	14	0.002005	830.00(M)	495,616
WSA/Bradfield			0.002964	830.00(M)	
FARMLAND					
Farmland	914,436,000	131	0.000625	682.00(B)	658,121
CITY DEVELOPMENT FUND					
City Development Fund	1,047,339,392	663	0.001475	2.00 (M)	1,544,827
ENVIRONMENT LEVY					
Environment Levy	65,895,874,022	82,702	0.0000342	2.00 (M)	2,255,099
DOMESTIC WASTE MANAGEMENT CHARGE					
Domestic Waste Management Charge		83,252	670.00		55,778,840
Domestic Vacant Land Charge			111.40		

STORMWATER MANAGEMENT CHARGE
RESIDENTIAL
$12.50 per residential strata lot
$25.00 per residential property
BUSINESS
$12.50 per business strata lot
$25.00 per business property less than 1500sq.m
$100.00 per business property between 1,500sq.m and less than 6,500sq.m
$250.00 per business property between 6,500sq.m and less than 21,000sq.m
$1300.00 per business property greater than 21,000sq.m

STATUTORY INTEREST CHARGES ON OVERDUE RATES
Interest Rate:- 10.5% pa

Definition of categories for the 2025-2026 rating year

1I PRESTONS INDUSTRIAL
This area is commonly known as the Prestons Industrial Area. The area is generally bounded by Hoxton Park Road, Joadja Road, Jedda Road, Bernera Road, Kurrajong Road and Wonga Road.

1B MOOREBANK MILITARY PARK
This is the area commonly known as Moorebank Military Camp. This area is bounded by the M5 motorway and Holsworthy Military Reserve.

2B WARWICK FARM SPORTS
This area commonly known as the Warwick Farm Racecourse area and includes the horse training facilities at Warwick Farm, South of the Hume Highway.

2I MOOREBANK/LIVERPOOL INDUSTRIAL
This is the area commonly known as the Moorebank Liverpool Industrial area. This area is generally bounded by the Railway Line, Shepherd Street, Atkinson Street, the Georges River, the Western extremity of Quota Park and McMillan Park, the Western extremity of Kelso Park and Ernie Smith Recreation area, Junction Road, Heathcote Road, South Western Freeway and includes the industrial area off Bapaume Road.

3B MILLER BUSINESS
This is the area commonly known as Miller Shopping Centre. This area is bounded by Woodward Crescent and Cartwright Avenue.

3I CHIPPING NORTON INDUSTRIAL
This area is commonly known as the Chipping Norton Industrial area.

4B MOOREBANK BUSINESS
This area is commonly known as the Moorebank Shopping Centre. This area is bounded by Stockton Avenue, Dredge Avenue, McKay Avenue and Maddecks Avenue.

4I WARWICK FARM INDUSTRIAL SOUTH
This is known as Scrivener Street Industrial area.

7A WSA/BRADFIELD
Area commonly known as Western Sydney Airport and the business district of the suburb of Bradfield.

5B CASULA BUSINESS
This is the area commonly known as Casula Mall Shopping Centre. This area is bounded by Ingham Drive, Kurrajong Road and the eastern extremity of Duruk Park.

5I WARWICK FARM INDUSTRIAL NORTH
This is the area commonly known as the Sapho Road Industrial Area. This area is bounded by Station Street, Jacqui Osmond Reserve and the Hume Highway, Warwick Farm.

6B LIVERPOOL CBD
This area is commonly known as the Liverpool CBD City Centre.

6I ORANGE GROVE BUSINESS
Industrial area bounded by Orange Grove Road, Sydney Road, Homepride Avenue, the western extremity of Dwyer Oval and Cabramatta Creek.

7B CBD CENTRAL
Area commonly known as Westfield Liverpool.

8B BUSINESS GENERAL
Any non-residential property which does not fall into any of the listed categories will be categorised as Business General.

8W BUSINESS GENERAL- WEST
Properties bounded by Lot 1 DP 417901, Lot 1 DP 109666 & Lot 2 DP 208160.

9B LEN WATERS ESTATE
Non-residential properties within the geographical boundary of Len Waters Estate.

RS RESIDENTIAL
All properties categorised as 'residential' under Section 516 of the Local Government Act.

FD FARMLAND
All properties categorised as 'farmland' under Section 515 of the Local Government Act.

EL ENVIRONMENT LEVY
Applicable to all rateable properties within the Liverpool Local Government Area.

Environment Restoration Plan

In the 2006-2007 rating year, an application was made to and approved by the Minister for Local Government, for a special variation to general income to allow for an Environment Charge to be applied to all rateable assessments. The variation was sought to fund the Environment Restoration Plan and in particular to:

- Strategically address environmental issues in rural and urban areas of the City
- Support the local environment groups in restoring sites around the Liverpool Local Government Area

The key deliverables of the Environment Restoration Plan include:

- Protecting and restoring Liverpool's local endangered ecological communities and other bush land
- Building community networks and partnerships
- Delivering environment education to the Liverpool community
- Supporting environmental projects across Liverpool
- Erection of fences and access paths for protection of bush land
- Improving the City's image
- Cleaner waterways

The general income to be raised by the Environment Charge for 2025-2026 is approximately $2.3m

Waste Management

The Local Government Act contains provisions that encourage user pays revenue raising, particularly in relation to waste management services. These provisions work in conjunction with the State Government's objective of reducing the levels of waste output. The Local Government Act defines the following categories of waste management:

- Domestic waste management services
- Waste management services
- Domestic recycling services
- Other waste management services

Domestic waste management services generally relate to domestic garbage. Waste management services relate to trade waste, business waste or direct disposal of waste at Council's waste depot. Domestic recycling services relates to recycling from the domestic stream.

Domestic garbage and domestic recycling are currently carried out by contractors as part of the collection service.

The provisions of the Act and the guideline from the Division of Local Government encourage the user pays revenue raising methods. It also requires that councils separately account for each of the waste collection and disposal methods with appropriate revenue sources being charged in accordance with the costs relating to that service. In the past, Council has separately accounted for the income and expenditure for both the collection and disposal of garbage.

There are two methods of charging for waste management services: an annual charge or a user charge based upon the volume of waste disposed of or collected. Council's experience in relation to the waste management services indicates that charging by volume does not support an effective waste management service. The Revenue Pricing Policy for waste management services is therefore based upon the setting of annual charges for each service.

Accountability for revenue raising for the waste management service provided by Council is set down in the Local Government Act, limiting revenue to reasonable costs which are required to provide the service.

Council expects to provide domestic waste services to over 80,000 households within its Local Government Area next financial year. In 2009, Council introduced a new collection and disposal system which provides the following services:

- Single Unit Dwellings - a weekly collection of a 140 litre bin for garbage and an alternate week collection of a 240 litre bin for recyclables and a 240 litre bin for garden waste.
- Rural area with lot sizes greater than a hectare – a weekly collection of 240 litre bin for garbage and a fortnightly collection of 240 litre bin for recycling.
- Multi-Unit Dwelling – A combination of shared 240 litre garbage and 240 litre recycling bins collected once, twice or three times a week depending on the number of bins at particular unit blocks. Also, optional 240 litre bin for garden waste provided on request.

As in previous years, and since the introduction of the Local Government Act 1993, Council is required to levy a waste management availability charge on properties that do not utilise the service but are located within the service area, to reflect the cost of making the service available to those properties. Council has determined that for vacant land availability charge of $111.40 will apply. For all other properties, the proposed waste management charge will be $670.00 ($620 – 2023/2024).

Under the Local Government Act, properties identified as being used predominantly for business purposes, are required to be levied a waste management charge as distinct from the domestic waste service. Council does not provide waste management services for non-domestic properties.

Stormwater Management Service Charge

In April 2006 the State Government approved the introduction of a package of sustainable stormwater funding and related arrangements to support councils in undertaking stormwater management. An amendment in 2005 to the Local Government Act 1993 allows councils the option to make a charge outside their capped rate arrangements for the provision of stormwater management services.

Council first introduced the stormwater management service charge for residential and business properties in 2008-2009. This charge is intended to ensure that maintenance, renewal and improvements to the Liverpool's stormwater system are adequately funded.

Much of Council's stormwater system was constructed more than 45 years ago and will require increasing maintenance and repair in the next few years. In addition, increasing urbanisation and intensification of land uses has increased stormwater flows and the stormwater system requires upgrading to control the flows. In newer areas, contemporary stormwater management systems include detention basins and wetlands. These systems also require enhanced maintenance to function safely and effectively.

The charges for 2025-2026 are:

- $12.50 p.a. for each rateable residential strata lot
- $25.00 p.a. for each rateable residential lot
- $12.50 p.a. for each rateable business strata lot
- $25.00 p.a. per business property less than 1,500sq.m
- $100.00 p.a. per business property between 1,500sq.m and less than 6,500sq.m
- $250.00 p.a. per business property between 6,500sq.m and less than 21,000sq.m
- $1,300.00 p.a. per business property greater than 21,000sq.m

It is anticipated the charge will raise approximately $1.810 million in 2025-2026. All funds collected must be applied to stormwater management in accordance with the regulations. Funds will be accounted for separately and an annual report outlining the works undertaken during the year will be compiled at year end.

Pensioner Concessions

Concession on the rates and charges levied are available to eligible pensioners. In excess of 8,800 eligible pensioners receive concessions on their annual rates and charges. There are two forms of pensioner concessions – those that are mandatory and those that are voluntary. The former is available to eligible pensioners to a maximum of $250 and is funded by the State Government. The latter is available to eligible pensioners for $100 and is funded by Council.

Liverpool City Council is proposing to continue to provide the additional rebate to all eligible pensioners as of 30 June 2005. However, from 1 July 2005, no additional rebates are being provided to new eligible pensioners.

The budget provision for concessions for the 2024-2025 year is $2,200,000 (State Government funded rebates) and $180,000 (Council funded rebates). The latter is expected to reduce over time by approximately $25,000 pa.

The Local Government Act provides for pension rebates of up to 50 per cent of the aggregated ordinary rates and domestic waste management service charges, to a maximum of $250. Under the State's mandatory Pensioner Concession Scheme, the State Government reimburses Council 55 per cent (up to $137.50 per property) of the rates and charges written off under the provisions of the Act. Council funds the remaining 45 per cent (up to $112.50).

FEES AND CHARGES – PRICING POLICY

The following pages make up the schedule of Statement of Revenue Policy for Council products and services.

Goods and Services Tax (GST) of 10 per cent will be payable on some services provided by the Council. In general, GST will not be payable on regulated Statement of Revenue Policy, unless contestable. Statement of Revenue Policy regulated under the Local Government Act include planning and development fees, zoning, development application fees and dog registration fees. GST will be generally payable on non-regulated fees unless a specific exemption applies. This document highlights where GST is payable, exempt or is not applicable.

Non-regulated, all Statement of Revenue Policy have been determined in accordance with the Pricing Policy (refer overleaf) adopted by Council and are subject to review. Costing reviews will be conducted throughout 2023-2024 for all Council services and the Statement of Revenue Policy will be amended considering the results. This policy recognises that a variety of pricing structures are appropriate for the products and services provided by Council which will result in Statement of Revenue Policy either recovering the full cost of providing the service or may contain an element of community service obligation.

The fees detailed in the Schedule are effective from 1 July 2025.

****Note: GST treatment and associated tax codes are subject to change pending receipt of Tax ruling for Council's Statement of Revenue Policy.**

Pricing Policy 2025-2026

Liverpool City Council has adopted six categories of pricing ranges in order to reflect the cost of providing each service.

Below are the listed categories with a brief description of each one.

Pricing Policy	Code	Description
Regulated	R	These fees are charged by Council under relevant Acts and Regulations. Some of these fees have a prescribed maximum amount.
Zero Cost Recovery	O	Community benefit which is minor and any cost recovery would be impractical as revenue collected for this service would be minimal.
Partial Cost Recovery	P	Price set is to make a minimal contribution towards the cost of providing the service. This pricing policy takes into consideration social, economic and community welfare issues in providing the service.
Direct Cost Recovery	D	Fee set to recover the direct cost associated with providing the service.
Full Cost Recovery	F	Fee set is to recover the full cost of providing the service including contributions towards the replacement of the assets which are used in providing this service
Market Pricing	M	Fee set to attract usage in order to cover costs but also with a view to generating additional funds. Pricing is structured around market forces.

GST Disclaimer

Liverpool City Council reserves the right to amend any Statement of Revenue Policy without readvertising with regard to any changes in the GST Legislation. All efforts have been made to adhere to GST legislation; however, in the event that GST has been applied incorrectly the relevant fee or charge will be changed by the appropriate amount.

'GST' entries in the following tables reflect whether or not the applicable fee is subject to GST or not. Items may be taxable and subject to GST. Items with status other than taxable are exempt under various Divisions of the GST Act 1999, for example Division 81 (D81) and other determinations issued by the Treasurer.

Liverpool City Council

City Futures

Communications Marketing and Brand

Communications

Flags and Banners

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Community Not-for-Profit Organisations	$61.20	$63.50	$0.00	$63.50
Other Institutions	$146.10	$151.70	$0.00	$151.70

External Printing Services

Black Printing per 1,000 sheets

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
A4 White – Single Sided	$97.30	$91.82	$9.18	$101.00
A4 White – Double sided	$175.40	$165.55	$16.55	$182.10
A4 Tints – Single Sided	$118.70	$112.00	$11.20	$123.20
A4 Tints – Double sided	$195.60	$184.55	$18.45	$203.00
A4 Coloured (optix) – Single Sided	$154.30	$145.64	$14.56	$160.20
A4 Coloured (optix) – Double sided	$232.40	$219.27	$21.93	$241.20
A3 White – Single Sided	$130.60	$123.27	$12.33	$135.60
A3 White – Double sided	$214.90	$202.82	$20.28	$223.10
A4 Card White – Single Sided	$136.80	$129.09	$12.91	$142.00
A4 Card White – Double sided	$216.50	$204.27	$20.43	$224.70
A4 Card Coloured – Single Sided	$149.20	$140.82	$14.08	$154.90
A4 Card Coloured – Double sided	$227.30	$214.45	$21.45	$235.90

Coloured Printing per sheet

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
A4 White – Single Sided	$1.10	$1.00	$0.10	$1.10
A4 White – Double sided	$1.80	$1.73	$0.17	$1.90
A3 White – Single Sided	$1.20	$1.09	$0.11	$1.20
A3 White – Double sided	$2.30	$2.18	$0.22	$2.40
Binding – per copy	$1.90	$1.82	$0.18	$2.00

Community and Lifestyles

Children's Services

Cancellation Fees

Full fee of the booked hours will be charged for regular bookings cancelled less than 2 weeks prior or for occasional bookings cancelled less than 24 hours prior.

Cancellations due to illness must be notified by 9am on the booked day. Fees will not be charged provided a doctor's certificate is submitted. Failure to take these steps will incur full fees.

Fees for Casula Pre-school and Edmondson Park Pre-school

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Standard non-equity rate	$60.00	$62.00	$0.00	$62.00
Not from an Aboriginal family or are not Commonwealth Health Care Card Holders and 4 and 5 year old children and attend less than 2 days per week.				
4 and 5 year old rate	$43.00	$45.00	$0.00	$45.00
Children who attend for more than 2 days per week. This rate is only allocated to the first two days of attendance per week. Should the child attend for more than 2 days per week, all other days will be charged at the standard non-equity rate.				
Equity Rate	$21.00	$22.00	$0.00	$22.00
Children who are from an Aboriginal family or are Commonwealth Health Care Card holders.				

Fees for Cecil Hills

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
0-2 year olds	$118.00	$123.00	$0.00	$123.00
2-3 year olds	$116.00	$121.00	$0.00	$121.00
3-5 year olds	$114.00	$119.00	$0.00	$119.00

Fees for Hinchinbrook, Prestons and Warwick Farm

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
0-2 year olds	$117.00	$122.00	$0.00	$122.00
2-3 year olds	$115.00	$120.00	$0.00	$120.00
3-5yrs	$110.00	$114.50	$0.00	$114.50

Fees for Wattle Grove and Holsworthy

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
0-2 year olds	$123.00	$128.00	$0.00	$128.00
2-3 year olds	$121.00	$126.00	$0.00	$126.00
3-5 year olds	$119.00	$124.00	$0.00	$124.00

Security Bonds

Casula Pre-School

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
3-5 yrs. – per day for each day of booked attendance x 2 weeks	$120.00	$124.00	$0.00	$124.00

Cecil Hills

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
0-2 year olds – per day of each booked attendance X 2 weeks	$236.00	$246.00	$0.00	$246.00
2-3 year olds – per day of each booked attendance X 2 weeks	$232.00	$242.00	$0.00	$242.00
3-5 year olds – per day of each booked attendance X 2 weeks	$228.00	$238.00	$0.00	$238.00

Hinchinbrook, Prestons and Warwick Farm

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
0-2 year olds – per day of each booked attendance X 2 weeks	$234.00	$244.00	$0.00	$244.00
2-3 year olds – per day of each booked attendance X 2 weeks	$230.00	$240.00	$0.00	$240.00
3-5 yrs. – per day for each day of booked attendance x 2 weeks	$220.00	$229.00	$0.00	$229.00

Wattle Grove and Holsworthy

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
0-2 year olds – per day of each booked attendance X 2 weeks	$246.00	$256.00	$0.00	$256.00
2-3 year olds – per day of each booked attendance X 2 weeks	$242.00	$252.00	$0.00	$252.00
3-5 year olds – per day of each booked attendance X 2 weeks	$238.00	$248.00	$0.00	$248.00

Training Charge

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Training charge for external services to visit and attend an on-location training session/workshop about Liverpool City Council Children's Services	$60.00	$56.64	$5.66	$62.30
Training 2-hour Consultation Session	$1,100.00	$1,038.00	$103.80	$1,141.80

Late Collection

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Late collection of Children Fee – for the first 10 minutes or part thereof	$20.00	$20.00	$0.00	$20.00
Late collection of Children Fee – per minute after the first 10 minutes	$1.00	$1.00	$0.00	$1.00

Library and Museum Services

Liverpool City Library Wide Fees

Lost and Irreparable Items

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Replacement Cost for lost or damaged items 5 years old or less				Replacement Cost **Last year fee** Replacement Cost
Processing fee	$16.00	$16.00	$0.00	$16.00

Information Service Charges

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Direct charges at cost				Direct charges at cost + GST **Last year fee** Direct charges at cost + GST
This is a fee for commercial research charges.				

Printing from computers

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Black and white	$0.30	$0.27	$0.03	$0.30
Colour	$0.50	$0.45	$0.05	$0.50

Programs and Outreach

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Ticket Sales / Entry Fees to Library events and workshops				$0 - $250.00. **Last year fee** $0 - $200.00
No show fee for booked programs				$3 - $10 dependent on program **Last year fee** $3 - $10 dependent on program

Miscellaneous

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Sale of Stationery and Materials				$1 to $50 **Last year fee**

Libraries - Carnes Hill, Casula, Green Valley, Liverpool, Miller and Moorebank

Photocopying

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Black and white – A4	$0.30	$0.27	$0.03	$0.30
Black and white – A3	$0.50	$0.45	$0.05	$0.50
Colour – A4	$0.50	$0.45	$0.05	$0.50
Colour – A3	$1.10	$1.00	$0.10	$1.10

Inter-library loans (ILL)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Inter-library loans (ILL)		cost recovery of fees from loan institution. **Last year fee** cost recovery of fees from loan institution.		

Microfilm Printout

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Microfilm Printout	$0.30	$0.27	$0.03	$0.30

Liverpool Regional Museum

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Venue Hire Fee		Price on Application **Last year fee** Price on Application		
Ticket Sales and Event Entry Fees to Museum Events and Workshops		$0 to $250. Fee range increased to allow for additional scope in program offerings. **Last year fee** $0 to $200		

Liverpool Powerhouse

- All fees and charges should be paid in full one (1) month prior to the first date of occupancy.
- All theatre and large event bookings are confirmed upon payment of cleaning / damages bond to Casula Powerhouse Arts Centre.
- Fees and charges are payable to Casula Powerhouse Arts Centre (Liverpool City Council), Locked Bag 7064 Liverpool BC NSW 1871. Cheques should be marked payable to Liverpool City Council.
- Refund of bond will be made within 30 days of vacation of premises following final occupation and inspection.

Rental Categories
A) Community: Non-profit community organisations, groups or individuals without the ability to pay full rental, i.e. without grants, sponsorship or proven ability to pay, including students currently undertaking study or those receiving government benefits. Non-profit organisations with means, i.e. government grants, sponsorship or other funding sources or revenue including participant charges.
B) Commercial: Self-employed persons / groups providing community arts activities for profit, Government organisations, Business groups, commercial organisations and promotional events.
C) Others: Self-employed persons / groups providing community arts activities for profit. Government organisations, business groups, commercial organisations and promotional events.

Bond

Bonds are refundable and must be paid for a minimum of one (1) month prior to occupancy. All costs for damages will be deducted from the bond, and it may be forfeited if the venue has been abused, neglected and/ or not left as found. Bookings are not confirmed until payment of bond is made.

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Cleaning / damages for Tier 1 Functions / Events	$793.10	$823.20	$0.00	$823.20
Cleaning / Damages for Tier 2 Functions / Events.	$87.20	$90.50	$0.00	$90.50
Cleaning / damages for Tier 3 Functions / Events	$1,829.10	$1,898.60	$0.00	$1,898.60
Keys or swipe card (per set)	$181.60	$188.50	$0.00	$188.50

Civic Place Venues

Chambers Room 1 + 2

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Community Rate per hour (Weekday)	$214.00	$201.91	$20.19	$222.10
Commercial Rate per hour (Weekday)	$272.00	$256.64	$25.66	$282.30
Community Rate per hour (Weekend)	$296.00	$279.36	$27.94	$307.30
Commercial Rate per hour (Weekend)	$346.00	$326.55	$32.65	$359.20
Cleaning fee	$250.00	$235.91	$23.59	$259.50

Chambers Room 1

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Community Rate per hour (Weekday)	$150.00	$141.55	$14.15	$155.70
Commercial Rate per hour (Weekday)	$197.00	$185.91	$18.59	$204.50
Community Rate per hour (Weekend)	$196.00	$185.00	$18.50	$203.50
Commercial Rate per hour (Weekend)	$246.00	$232.18	$23.22	$255.40
Cleaning fee	$200.00	$188.73	$18.87	$207.60

Chambers Room 2

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Community Rate per hour (Weekday)	$115.00	$108.55	$10.85	$119.40
Commercial Rate per hour (Weekday)	$144.00	$135.91	$13.59	$149.50
Community Rate per hour (Weekend)	$144.00	$135.91	$13.59	$149.50
Commercial Rate per hour (Weekend)	$169.00	$159.45	$15.95	$175.40
Cleaning fee	$200.00	$188.73	$18.87	$207.60

Yellamundie Gallery

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Room Hire (Weekday)	$1,500.00	$1,415.45	$141.55	$1,557.00
Room Hire (Weekend)	$2,000.00	$1,887.27	$188.73	$2,076.00
Additional Hours	$0.00	$454.55	$45.45	$500.00

Equipment Services - Add ons

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Large Turbine Hall Projector	$158.60	$149.64	$14.96	$164.60
Turbine Hall Side Projector	$112.30	$106.00	$10.60	$116.60
DCP Cinema System (Includes screen)	$793.10	$748.36	$74.84	$823.20
Theatre Fast-fold Screen + Theatre Projector	$132.20	$136.73	$13.67	$150.40
K12 Active Speakers with Stands X 2	$118.90	$112.18	$11.22	$123.40
K12 Speaker single	$79.30	$74.82	$7.48	$82.30
QSC212 Active Subs X 2	$198.20	$187.00	$18.70	$205.70
Lectern with Gooseneck Mics	$52.90	$54.73	$5.47	$60.20
Drum Mic Kit	$39.70	$37.45	$3.75	$41.20
Condenser Microphone pair	$26.40	$24.91	$2.49	$27.40
Stage Panel 1m X 2m with Legs per unit	$26.40	$28.55	$2.85	$31.40
Stage Panel 1m X 0.5m with Legs per unit	$13.20	$16.09	$1.61	$17.70
Mirror Ball	$19.90	$18.82	$1.88	$20.70
Wireless Handheld Microphone	$72.70	$68.64	$6.86	$75.50
Wireless Belt Pack w/ Lapel	$85.90	$81.09	$8.11	$89.20
Wireless Belt Pack w/ headset	$99.10	$93.55	$9.35	$102.90
Wired Instrument Microphone	$26.40	$24.91	$2.49	$27.40
70” LED TV (portable)	$105.80	$99.82	$9.98	$109.80
Conference Camera PTZ	$92.50	$87.27	$8.73	$96.00
Unique Hazer 2.1	$105.80	$99.82	$9.98	$109.80
Large Portable PA	$396.50	$374.18	$37.42	$411.60
Digital Mixer	$132.20	$124.73	$12.47	$137.20
DI Box	$19.90	$18.82	$1.88	$20.70
Wired vocals microphone	$26.40	$24.91	$2.49	$27.40
Bubble Machine	$21.30	$20.09	$2.01	$22.10
In Ear Monitor & Belt Pack	$80.00	$75.45	$7.55	$83.00
Lecturn with Monitor (Digital Logo)	$64.00	$60.36	$6.04	$66.40
QSC212 Active Sub x 1	$64.00	$60.36	$6.04	$66.40

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Equipment Services - Add ons [continued]

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Additional Lighting – Non-Standard				$100 to $1,000 **Last year fee** $100 to $1,000
$100 to $1,000				

Marketing

All marketing collateral bearing the logo of Casula Powerhouse Arts Centre and Liverpool City Council must be submitted for approval. Please see the guidelines listed in the document "Marketing Opportunities for Venue Hirers".

Staffing (Hourly rates)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Events Supervisor	$78.40	$74.00	$7.40	$81.40
Events Supervisor				
Casual Technical Officers – Weekdays – Hourly Rate (Minimum 4 hours)	$60.90	$68.55	$6.85	$75.40
Casual Technical Officers – Sundays (Minimum 4 hours)	$88.70	$100.64	$10.06	$110.70
Casual Technical Officers – Public Holidays (Minimum 4 hours)	$110.90	$127.82	$12.78	$140.60
Casual Technical Officers – Saturdays – between 9.00am and 11.00pm	$66.50	$86.91	$8.69	$95.60
Casual Front of House Staff (Bar staff, Ushers, Waitstaff) – Weekdays	$55.40	$52.27	$5.23	$57.50
Casual Front of House Staff (Bar staff, Ushers, Waitstaff) – after 11.00pm.	$99.80	$94.18	$9.42	$103.60
Casual Front of House Staff (Bar staff, Ushers, Waitstaff) – Sundays	$77.70	$73.36	$7.34	$80.70
Casual Front of House Staff (Bar staff, Ushers, Waitstaff)	$66.50	$62.73	$6.27	$69.00
Cleaner for Additional Cleaning - per hour 4 hour minimum	$72.10	$68.09	$6.81	$74.90
Cleaner for Additional Cleaning - per hour (after hours or weekends 4 hour minimum)	$0.00	$102.14	$10.21	$112.35
Event Supervisor – Weekdays	$0.00	$63.82	$6.38	$70.20
Event Supervisor – Saturday Rate	$0.00	$83.91	$8.39	$92.30
Event Supervisor – Sunday Rate	$0.00	$98.09	$9.81	$107.90
Event Supervisor – Public Holidays and afterhours (Before 6am, after 11pm)	$0.00	$113.64	$11.36	$125.00

Venue Hire

Please note that Full Venue Hire must be approved by the Director.

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Performance Space: AV Package - Hourly rate - (Commercial)	$105.80	$99.82	$9.98	$109.80
Performance Space: AV Package - Hourly rate - (Commercial - Weekend)	$0.00	$136.36	$13.64	$150.00
Performance Space: AV Package - Hourly rate - (Community)	$79.30	$74.82	$7.48	$82.30
Performance Space: AV Package - Hourly rate - (Community - Weekend)	$0.00	$90.91	$9.09	$100.00
Performance space: Room Hire Only - Hourly rate - (Commercial)	$66.00	$62.27	$6.23	$68.50

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Venue Hire [continued]

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Performance space: Room Hire Only - Hourly rate - (Commercial - Weekend)	$0.00	$87.27	$8.73	$96.00
Performance space: Room Hire Only - Hourly rate - (Community)	$46.30	$43.73	$4.37	$48.10
Performance space: Room Hire Only - Hourly rate - (Community - Weekend)	$0.00	$63.64	$6.36	$70.00
Hire Turbine Hall				$500 - $10,000 **Last year fee**
Studio – Level 1 - Hourly rate - (Commercial) Room Hire Only	$39.70	$37.45	$3.75	$41.20
Studio – Level 1 - Hourly rate - (Community) Room Hire Only	$26.40	$24.91	$2.49	$27.40
Studio – Level 1 – Hourly Rate – (Commercial) AV Package	$66.00	$62.27	$6.23	$68.50
Studio – Level 1 – Hourly Rate – (Community) AV Package	$52.90	$49.91	$4.99	$54.90
Studio – Level 1 - Hourly Rate – Weekend (commercial)	$39.70	$37.45	$3.75	$41.20
Studio – Level 1 - Hourly Rate – Weekend (community)	$26.40	$24.91	$2.49	$27.40
Studio – Level 1 - Hourly Rate – Weekend (community)				
Theatre – Hourly rate – Weekday (Commercial)	$238.00	$224.55	$22.45	$247.00
Theatre – Hourly rate – Weekday (Community)	$185.10	$174.64	$17.46	$192.10
Theatre – Hourly rate – Weekend (Commercial)	$264.40	$249.45	$24.95	$274.40
Theatre – Hourly rate – Weekend (Community)	$231.30	$218.27	$21.83	$240.10
Location Fee Surcharge				$500 to $10,000 **Last year fee** $500 to $10,000
Special Functions – Full Venue Hire Fee				$5,000 to $25,000 **Last year fee** $5,000 to $25,000
Outdoor Venue Hire				$500 to $10,000 **Last year fee** $500 to $10,000
Hiring of an outdoor space on the grounds of Liverpool Powerhouse. The fee is dependent on the size of the event, location, disruption to the day-to-day function of the centre and access to that of its patrons, and also consideration to the broader benefits to the centre by way of visitation and profile building.				

Security - per guard

Please note that the venue cannot be accessed without two Liverpool Powerhouse Arts Centre staff on site.

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Security - Per guard per hour				Varies **Last year fee** Varies
Additional Patrol – Late lock up fee				Varies **Last year fee** Varies

Miscellaneous

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Booking Fee				$2.00 - $8.00 **Last year fee**
Cleaning Fee				Varies **Last year fee** Varies
Improper use of safety equipment				Varies cost **Last year fee** Varies cost
Failure to secure facility				Varies cost **Last year fee** Varies cost
Damage and/or repairs				Varies cost **Last year fee** Varies cost
Additional hire time surcharge - after 11:00 pm - per hour	$347.60	$328.00	$32.80	$360.80
Party Surcharge – Please note that unless the venue is completely empty (ie: no exhibitions) parties will be held in the performance space. All parties are subject to the approval of the Director.				$500.00 – $1,000.00 **Last year fee** $500.00 – $1,000.00
Ticketing Set-Up fee	$104.50	$98.64	$9.86	$108.50
Ticket Booking Fee				$2.80 - $5.00 **Last year fee** $2.80 - $5.00
Tickets: Theatre and Events				$2.20 - $220.00 **Last year fee** $2.20 - $220.00
Tickets: Guided Tours and Workshops				$2.20 - $220.00 **Last year fee** $2.20 - $220.00
Exhibition Loan Fee				$1,650 - $6,600 **Last year fee** $1,650 - $6,600
Arty Party – Per head				$40.00 - $200.00 **Last year fee** $40.00 - $200.00
Art Prize Entry Fee				$30.00 - $100.00 **Last year fee** $30.00 - $100.00
Storage fee				Range is $10.00 - $50.00 per day inc. gst. **Last year fee** Range is $8.80 - $22.00 per day inc. gst.
Sale of publications				$2.20 - $165.00 **Last year fee** $2.20 - $165.00

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Miscellaneous [continued]

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Outgoing Loan Administration fee – Per artwork				$100.00 - $1,000.00 **Last year fee** $100.00 - $1,000.00

Recreation and Community Outcomes

Community Centres

Community Facilities

Fee Structure Descriptions

Category A
Private/Commercial/Government Organisations

- Business Activities – For company and/or organisation conducting activities for the purpose of deriving a profit.
- Individuals conducting private and/or social functions – Private invitation only activities that are not available to the public or for community benefit.
- State and Federal Government agencies including Electoral Office – Political groups and/or government organisations where venue hire is for the purpose of organised political campaigning.

Category B
Community Groups/Organisations/Agencies/ /Micro-Business/Self-Employed

- Community-based groups/organisations/agencies/micro-business/self-employed and agencies that service community members that live, work, or have a connection with Council.
- Any community-based group or organisation whose primary objective is to provide and engage in accessible services and activities that benefit the local and broader community.
- Self-employed persons who can provide evidence that the service provided meets the needs of the broader community across the Liverpool LGA.
- Health and lifestyle activities.
- Sporting/lifestyle activities, arts/culture activities

Category C
Funded Community Groups

- This category is for not-for-profit community-based groups and funded organisations and agencies that service community members that live, work, or have a connection with Council.
- Faith and religious groups groups/organisations providing inclusive community activities/programs.
- Health care providers.
- Counselling services, disability services, support services, welfare agencies.
- Community education/organisations – schools (primary, tertiary education, TAFE, colleges, universities).
- Registered charities not for fundraising purposes.

Category D
Self-Funded (No government support)

- Community groups who receive minimal or no funding to run group activities or programs.
- Playgroups
- Affinity groups – organisations who meet to explore a shared identity such as race, gender, age, religion, and sexual orientation.
- Social support groups (self-funded, no government support inclusive) – Social support group that benefits clients by helping to alleviate anxiety, depression, and social isolation situations.
- PEERS – evidence based social skills group program for the youth, teens and young (no government funding).

*Note – Category discounts do not apply to booking conducted on a Friday or Saturday Nights at the following sites: Phillips Park Community Centre, Carnes Hill Community Centre, Wattle Grove Community Centre, Chipping Norton Boatshed, Bringelly Community Centre, Voyager Point Community Centre, Cecil Hills Community Centre, Greenway Park Community Centre, Casula Community Centre, Heckenberg Community Centre, Hilda M Davis Community Centre.

Hire rates are negotiable at the discretion of Community Facilities Management for the following community groups/organisations:

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Community Facilities [continued]

- Mature & seniors groups
- Aboriginal and Torres Strait Islander groups
- Physical and mental health support groups - This category applies to the activities of groups/organisations that do not receive funding but raise funds from other sources e.g., token membership fees.
- Emergency relief (subject to Council's Emergency Relief Policy and management approval).
- Unincorporated small self-help community groups with no opportunity to attract financial support from either the public or private sector and have an extremely limited capacity to pay for venue hire (possibly through token membership).

STANDARD CHARGES

DAMAGE DEPOSIT BOND

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
All hirers pay a refundable damage deposit bond (casual and permanent hirers) for high risk events	$1,045.00	$1,100.00	$0.00	$1,100.00

ADDITIONAL CHARGES (as applicable)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Small Locker Storage (per unit) fee per month – applicable to permanent hirers only	$7.20	$6.82	$0.68	$7.50
Medium cupboard storage (per unit) fee per month – applicable to permanent hirers only	$22.60	$21.36	$2.14	$23.50
Late Payment Fee Administration Charge	$19.10	$18.00	$1.80	$19.80
Cancellation fee – greater than 14 days notice (whichever is the lesser)	$79.00	$74.55	$7.45	$82.00
First change to booking (minimum ten working days' notice required) will be free of charge. The relevant cancellation fee applies for second change onwards.				
Additional key and/or swipe card sets on request permanent and licensed clients only	$53.10	$50.09	$5.01	$55.10
Large Storeroom Scaling Fee – Permanent Hirers	From $40 to $200 per unit per month based on the size of the storeroom **Last year fee** From $40 to $200 per unit per month based on the size of the storeroom			

SECURITY

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Compulsory Facility Static Guard for last 4 hours in evening functions (refer to High Risk Events).	$263.80	$248.91	$24.89	$273.80
Compulsory Facility Static Guard for the last 4 hours of function for high risk events for all community centres in the evenings. Static guard is not for personal security. Full payment required at the time of booking. Non-refundable and non-negotiable				

BREACHES: CASUALS, PERMANENT & LICENCE

Cleaning

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Extra cleaning per hour (or part thereof)	$116.80	$110.18	$11.02	$121.20
Excess rubbish left outside of bin capacity	$66.90	$63.09	$6.31	$69.40
Damage caused to paintwork or any other surface by the use of confetti, glitters, sprays, poppers, streamers, rice, balloons, sticky tape, masking tape, or any kind remaining on walls or any other area in the facility – as per hire terms and conditions	Forfeit of bond & any other additional costs per quote for works to be undertaken **Last year fee** Forfeit of bond & any other additional costs per quote for works to be undertaken			

Equipment

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Failure to store equipment (e.g.: tables & chairs) and to turn off any electricals (e.g. lights, fans) at the end of the function	$73.20	$69.09	$6.91	$76.00
All goods/equipment brought into the facility by hirer must be removed no later than the booked times of hiring agreement	$319.20	$301.18	$30.12	$331.30
No connection or interference with the electrical installation, lighting effects or other properties, (Note: call out fees including cost of repairs to equipment) In addition to any other costs as per quote for works to be undertaken	$319.20	$301.18	$30.12	$331.30
Improper use of fire safety equipment (per item)	$182.40	$172.09	$17.21	$189.30
Use of prohibited items: fireworks, barbeques, other articles deemed to be objectionable and disposing of flammable items. In addition to any other costs as per quote for works to be undertaken	$261.30	$246.55	$24.65	$271.20

Security

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Failure to secure facility (including alarm/security response/securing premises)	$132.30	$250.00	$25.00	$275.00

Keys and/or Swipe Cards

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Loss of keys and/or swipe cards (including replacement) – applies to casual, permanent and licensed clients	$143.60	$135.55	$13.55	$149.10
Failure to pick up keys and/or swipe cards (causing an after– hours service)	$157.60	$148.73	$14.87	$163.60
Note: After hours callout charge applies for each instance, e.g. to open and disarm the facility and to arm and secure facility following the function. No call out sevice permitted if fees and charges have not been paid in full prior to the event date				
Failure to return keys and/or swipe cards by following business day or specified time as approved by Community Facilities Management. Charge applies per day maximum 7 days, afterwards forfeit of bond	$69.90	$66.00	$6.60	$72.60

Disturbance to the Peace

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Disturbance to the Peace: goodwill; noise pollution, residents' complaints (Written complaints to be provided)	$83.80	$79.09	$7.91	$87.00

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Disturbance to the Peace *[continued]*

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Damage to building, fixtures, fittings & equipment will be charged at replacement cost.				Cost plus GST **Last year fee** Cost plus GST
Misrepresentation and/or failure to disclose correct or all information pertaining to the booking				Forfeit of bond and any other additional costs per quote for works to be undertaken **Last year fee** Forfeit of bond and any other additional costs per quote for works to be undertaken
Including but not limited to: nature of the function, identity of person making the booking (bookings can only be made by persons aged 21 and over), exceeding the capacity of the centre, and consumption of alcohol on the premises without Council and NSW Police approval.				
Where breaches occur that require extra costs to Council – including but not limited to: staff, services, equipment and essential service responses				any other additional costs per quote for works/services undertaken **Last year fee** any other additional costs per quote for works/services undertaken

Entry / Exit to Premises

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Entry/Exit to Premises: outside hiring agreement hours (without Council consent) – $32.00 penalty fee plus Category A hourly rate				32.00 + Category A hourly rate/Category A weekend block rate **Last year fee** 32.00 + Category A hourly rate/Category A weekend block rate
• For weekend bookings, penalty fee and hourly rate applies for maximum two hours; exceeding hours will incur penalty fee and Category A weekend block rate				

CATEGORY A

Capacity 120 - 180

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Monday – Friday (until Friday 5pm)	$91.10	$86.00	$8.60	$94.60
8:00 am - 11.00 pm per hour, minimum 1.5 hours per booking				
Minimum 4 Hour Booking Fee (from Friday 5pm until Sunday 11pm)	$500.00	$471.82	$47.18	$519.00
Hourly rate thereafter	$91.10	$86.00	$8.60	$94.60

Capacity 100 - 120

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Monday – Friday (until Friday 5pm)	$62.00	$58.55	$5.85	$64.40
8:00 am - 11.00 pm per hour, minimum 1.5 hours per booking				
Minimum 4 Hour Booking Fee (from Friday 5pm until Sunday 11pm)	$400.00	$377.45	$37.75	$415.20
Hourly rate thereafter	$62.00	$58.55	$5.85	$64.40

Capacity 60 - 80

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Monday – Friday (until Friday 5pm)	$48.20	$45.45	$4.55	$50.00
8:00 am - 11.00 pm per hour, minimum 1.5 hours per booking				
Minimum 4 Hour Booking Fee (from Friday 5pm until Sunday 11pm)	$300.00	$283.09	$28.31	$311.40
Hourly rate thereafter	$48.20	$45.45	$4.55	$50.00

Capacity 50

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Monday – Friday (until Friday 5pm)	$41.80	$39.45	$3.95	$43.40
9am - 11.00pm Per hour				
Minimum 4 Hour Booking Fee (from Friday 5pm until Sunday 11pm)	$300.00	$283.09	$28.31	$311.40
Hourly rate thereafter	$41.80	$39.45	$3.95	$43.40

Capacity up to 20

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Monday – Friday (until Friday 5pm)	$35.60	$33.64	$3.36	$37.00
8:00 am - 11.00 pm per hour, minimum 1.5 hours per booking				
Minimum 4 Hour Booking Fee (from Friday 5pm until Sunday 11pm)	$300.00	$283.09	$28.31	$311.40
Hourly rate thereafter	$35.60	$33.64	$3.36	$37.00

CATEGORY B

Capacity 120 - 180

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Monday – Friday (until Friday 5pm)	$60.20	$56.82	$5.68	$62.50
8:00 am - 11.00 pm per hour, minimum 1.5 hours per booking				
Minimum 4 Hour Booking Fee (from Friday 5pm until Sunday 11pm)	$500.00	$471.82	$47.18	$519.00
Hourly rate thereafter	$60.10	$54.73	$5.47	$60.20

Capacity 100 - 120

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Monday – Friday (until Friday 5pm)	$41.00	$38.73	$3.87	$42.60
8:00 am - 11.00 pm per hour, minimum 1.5 hours per booking				
Minimum 4 Hour Booking Fee (from Friday 5pm until Sunday 11pm)	$400.00	$377.45	$37.75	$415.20
Hourly rate thereafter	$40.90	$37.27	$3.73	$41.00

Capacity 60 - 80

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Monday – Friday (until Friday 5pm)	$31.80	$30.00	$3.00	$33.00
8:00 am - 11.00 pm per hour, minimum 1.5 hours per booking				
Minimum 4 Hour Booking Fee (from Friday 5pm until Sunday 11pm)	$300.00	$283.09	$28.31	$311.40
Hourly rate thereafter	$31.80	$30.00	$3.00	$33.00

Capacity 50

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Monday – Friday (until Friday 5pm)	$27.70	$26.18	$2.62	$28.80
8:00 am - 11.00 pm per hour, minimum 1.5 hours per booking				
Minimum 4 Hour Booking Fee (from Friday 5pm until Sunday 11pm)	$300.00	$283.09	$28.31	$311.40
Hourly rate thereafter	$27.60	$25.18	$2.52	$27.70

Capacity up to 20

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Monday – Friday (until Friday 5pm)	$23.50	$22.18	$2.22	$24.40
8:00 am - 11.00 pm per hour, minimum 1.5 hours per booking				
Minimum 4 Hour Booking Fee (from Friday 5pm until Sunday 11pm)	$300.00	$283.09	$28.31	$311.40
Hourly rate thereafter	$23.50	$22.18	$2.22	$24.40

CATEGORY C

Capacity 120 - 180

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Monday – Friday (until Friday 5pm)	$50.20	$47.36	$4.74	$52.10
8:00 am - 11.00 pm per hour, minimum 1.5 hours per booking				
Minimum 4 Hour Booking Fee (from Friday 5pm until Sunday 11pm)	$500.00	$471.82	$47.18	$519.00
Hourly rate thereafter	$45.60	$45.64	$4.56	$50.20

Capacity 100 - 120

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Monday – Friday (until Friday 5pm)	$34.00	$32.09	$3.21	$35.30
8:00 am - 11.00 pm per hour, minimum 1.5 hours per booking				
Minimum 4 Hour Booking Fee (from Friday 5pm until Sunday 11pm)	$400.00	$377.45	$37.75	$415.20
Hourly rate thereafter	$31.00	$30.91	$3.09	$34.00

Capacity 60 - 80

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Monday – Friday (until Friday 5pm)	$26.40	$24.91	$2.49	$27.40
8:00 am - 11.00 pm per hour, minimum 1.5 hours per booking				
Minimum 4 Hour Booking Fee (from Friday 5pm until Sunday 11pm)	$300.00	$283.09	$28.31	$311.40
Hourly rate thereafter	$24.10	$24.00	$2.40	$26.40

Capacity 50

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Monday – Friday (until Friday 5pm)	$27.60	$26.09	$2.61	$28.70
8:00 am - 11.00 pm per hour, minimum 1.5 hours per booking				
Minimum 4 Hour Booking Fee (from Friday 5pm until Sunday 11pm)	$300.00	$283.09	$28.31	$311.40
Hourly rate thereafter	$20.90	$25.09	$2.51	$27.60

Capacity up to 20

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Monday – Friday (until Friday 5pm)	$19.80	$18.73	$1.87	$20.60
8:00 am - 11.00 pm per hour, minimum 1.5 hours per booking				
Minimum 4 Hour Booking Fee (from Friday 5pm until Sunday 11pm)	$300.00	$283.09	$28.31	$311.40
Hourly rate thereafter	$17.80	$18.00	$1.80	$19.80

CATEGORY D

Capacity 120 - 180

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Monday – Friday (until Friday 5pm)	$25.10	$23.73	$2.37	$26.10
8:00 am - 11.00 pm per hour, minimum 1.5 hours per booking				
Minimum 4 Hour Booking Fee (from Friday 5pm until Sunday 11pm)	$500.00	$471.82	$47.18	$519.00
Hourly rate thereafter	$25.30	$22.82	$2.28	$25.10

Capacity 100 - 120

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Monday – Friday (until Friday 5pm)	$17.00	$16.00	$1.60	$17.60
8:00 am - 11.00 pm per hour, minimum 1.5 hours per booking				
Minimum 4 Hour Booking Fee (from Friday 5pm until Sunday 11pm)	$400.00	$377.45	$37.75	$415.20
Hourly rate thereafter	$17.20	$15.45	$1.55	$17.00

Capacity 60 - 80

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Monday – Friday (until Friday 5pm)	$13.20	$12.45	$1.25	$13.70
8:00 am - 11.00 pm per hour, minimum 1.5 hours per booking				
Minimum 4 Hour Booking Fee (from Friday 5pm until Sunday 11pm)	$300.00	$283.09	$28.31	$311.40
Hourly rate thereafter	$13.40	$12.00	$1.20	$13.20

Capacity 50

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Monday – Friday (until Friday 5pm)	$11.50	$10.82	$1.08	$11.90
8:00 am - 11.00 pm per hour, minimum 1.5 hours per booking				
Minimum 4 Hour Booking Fee (from Friday 5pm until Sunday 11pm)	$300.00	$283.09	$28.31	$311.40
Hourly rate thereafter	$11.60	$10.45	$1.05	$11.50

Capacity up to 20

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Monday – Friday (until Friday 5pm)	$9.90	$9.36	$0.94	$10.30
8:00 am - 11.00 pm per hour, minimum 1.5 hours per booking				
Minimum 4 Hour Booking Fee (from Friday 5pm until Sunday 11pm)	$300.00	$283.09	$28.31	$311.40
Hourly rate thereafter	$9.90	$9.36	$0.94	$10.30

Leisure Centres

Community Bus (Note: This service is externally managed and applicable fees are supplied by external contractor)

STANDARD FEE CATEGORY A, B & C USERS

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
All hirers – casual and permanent pays a refundable damage deposit	$313.50	$325.40	$0.00	$325.40

ADDITIONAL CHARGES (as applicable)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Cancellation fee – greater than 14 days' notice (cost of the community bus hire)	$39.50	$37.27	$3.73	$41.00
Cancellation fee – less than 14 days notice (whichever is lesser)				Bond or Hire fee **Last year fee** Bond or Hire fee
Full cost of all damage and repairs for improper use, neglect or vandalism caused by hirers.				Full Cost **Last year fee** Full Cost
Failure to return bus in a clean condition (charge per hour)	$118.10	$111.45	$11.15	$122.60
Failure to return bus on time	$118.10	$111.45	$11.15	$122.60

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ADDITIONAL CHARGES (as applicable) *[continued]*

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Driver testing recharge (First driver per organisation tested free of charge, second driver tested onwards will be recharged)	$158.60	$149.64	$14.96	$164.60
Failure to refuel bus (buses are to be returned with a full tank)				Full cost **Last year fee** Full cost

14 SEATER

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Public Holidays are charged				Standard Community Bus Fees **Last year fee** Standard Community Bus Fees

Category A

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
PER DAY (Monday – Friday)	$138.60	$130.82	$13.08	$143.90
Collect bus 8.00 am and return 4.00 pm same day or collect bus 4.00 pm and return 8.00 am the following morning				
PER DAY (Saturday - Sunday)	$0.00	$227.27	$22.73	$250.00
PER DAY DAY & OVERNIGHT (Monday - Thursday)	$182.40	$172.09	$17.21	$189.30
Collect bus 8.00 am and return 8.00 am the following morning or collect bus 4.00 pm and return 4.00 pm the following afternoon				
PER DAY DAY & OVERNIGHT (Saturday - Sunday)	$0.00	$300.00	$30.00	$330.00

Category C

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
PER DAY (Monday – Friday)	$69.20	$65.27	$6.53	$71.80
Collect bus 8.00 am and return 4.00 pm same day or collect bus 4.00 pm and return 8.00 am the following morning				
PER DAY (Saturday - Sunday)	$0.00	$113.64	$11.36	$125.00
PER DAY DAY & OVERNIGHT (Monday - Thursday)	$88.70	$83.73	$8.37	$92.10
Collect bus 8.00 am and return 8.00 am the following morning or collect bus 4.00 pm and return 4.00 pm the following afternoon				
PER DAY DAY & OVERNIGHT (Saturday - Sunday)	$0.00	$181.82	$18.18	$200.00

23 & 25 SEATER

Category A

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
PER DAY (Monday – Friday)	$195.80	$184.73	$18.47	$203.20
Collect bus 8.00 am and return 4.00 pm same day or collect bus 4.00 pm and return 8.00 am the following morning				
PER DAY (Saturday - Sunday)	$0.00	$300.00	$30.00	$330.00
PER DAY DAY & OVERNIGHT (Monday - Thursday)	$272.20	$256.82	$25.68	$282.50
Collect bus 8.00 am and return 8.00 am the following morning or collect bus 4.00 pm and return 4.00 pm the following afternoon				
PER DAY DAY & OVERNIGHT (Saturday - Sunday)	$0.00	$363.64	$36.36	$400.00

Category C

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
PER DAY (Monday – Friday)	$100.90	$95.18	$9.52	$104.70
Collect bus 8.00 am and return 4.00 pm same day or collect bus 4.00 pm and return 8.00 am the following morning				
PER DAY (Saturday - Sunday)	$0.00	$150.00	$15.00	$165.00
DAY & OVERNIGHT (Monday – Thursday)	$136.20	$128.55	$12.85	$141.40
Collect bus 8.00 am and return 8.00 am the following morning or collect bus 4.00 pm and return 4.00 pm the following afternoon				
PER DAY DAY & OVERNIGHT (Saturday - Sunday)	$0.00	$163.64	$16.36	$180.00

Holsworthy Swimming Centre (Note: Centre is externally managed and applicable fees are supplied by external contractor)

Pool Entry Fees

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Adult	$7.50	$7.00	$0.70	$7.70
Child (16 & Under)	$6.80	$6.36	$0.64	$7.00
Pensioner	$4.90	$4.55	$0.45	$5.00
Under 2 years old				FREE **Last year fee** FREE
Family (2 adults, 2 children)	$22.60	$21.09	$2.11	$23.20

Lane Hire

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Lane Hire – per hour	$88.40	$82.36	$8.24	$90.60
Pool Hire – (5 lanes) – per hour	$331.20	$308.64	$30.86	$339.50

Season Passes / Concession Entry

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
15 Visit Swim Card – Adult	$93.70	$87.27	$8.73	$96.00
15 Visit Swim Card – Child (16 & Under)	$77.30	$72.00	$7.20	$79.20
3 Month Pass – Adult	$303.40	$282.73	$28.27	$311.00
3 Month Pass – Child	$226.30	$210.91	$21.09	$232.00
6 Month Pass – Adult	$508.80	$474.09	$47.41	$521.50
6 Month Pass – Child	$331.20	$308.64	$30.86	$339.50

Michael Clarke Recreation Centre (Note: Centre is externally managed and applicable fees are supplied by external contractor)

Centre Memberships

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Centre Joining Fee	$46.30	$43.18	$4.32	$47.50
Direct Debit Administration Fee	$50.00	$45.45	$4.55	$50.00

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Centre Memberships *[continued]*

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
12 months upfront	$1,075.20	$1,001.91	$100.19	$1,102.10
Direct debit Fitness fornightly	$39.80	$37.09	$3.71	$40.80
Direct Debit Fitness Concession fortnightly	$29.90	$27.18	$2.72	$29.90
Direct Debit Corporate fortnightly	$32.20	$30.00	$3.00	$33.00
3 months upfront – Rehab only	$523.50	$487.82	$48.78	$536.60
12 months Corporate upfront	$899.50	$838.18	$83.82	$922.00
12 months Teen Gym upfront	$690.00	$643.00	$64.30	$707.30
Teen Gym Fortnightly DD	$29.90	$27.18	$2.72	$29.90
Council Corporate 12 months upfront	$752.80	$701.45	$70.15	$771.60
Replacement Card	$6.30	$5.91	$0.59	$6.50
Liverpool Active F/N	$58.00	$54.09	$5.41	$59.50
Seniors / DVA Card Membership	$20.00	$18.18	$1.82	$20.00

Creche

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Creche per child	$4.90	$4.55	$0.45	$5.00
Creche Member 10 Visit Pass	$49.80	$46.36	$4.64	$51.00

Health Club

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Adult Casual gym / Aerobics class	$18.50	$16.82	$1.68	$18.50
Adult Casual gym / Aerobics class 10 Visit Pass	$184.50	$167.73	$16.77	$184.50
Concession Casual gym / Aerobics class (Student, Pensioner)	$15.50	$14.09	$1.41	$15.50
Concession Casual gym / Aerobics class (Student, Pensioner) 10 Visit Pass	$126.90	$115.36	$11.54	$126.90
School PE Gym Entry per student – Instructor Hire also required	$8.40	$7.82	$0.78	$8.60
School PE Instructor Hire per hour	$65.40	$60.91	$6.09	$67.00
Personal training starter pack (3 X 30 minutes)	$114.80	$107.00	$10.70	$117.70
Personal Training 45 minute member DD	$56.80	$52.91	$5.29	$58.20
Personal training 1 hour member DD	$75.20	$70.09	$7.01	$77.10
60 minute session – 5 minimum people group session	$18.00	$16.82	$1.68	$18.50
Challenge Fitness Camp – Member	$290.00	$270.27	$27.03	$297.30
Challenge Fitness Camp – Non-member	$347.80	$324.09	$32.41	$356.50

Programs

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
School Holiday Program (Per day per child)	$57.70	$53.73	$5.37	$59.10
3X3 Basketball Competition Team Registration – Per player	$18.30	$17.09	$1.71	$18.80
3X3 Basketball (Per game per team)	$23.20	$21.64	$2.16	$23.80
Learn to Play per session	$20.90	$19.45	$1.95	$21.40
Learn to Play – term fee	$174.00	$162.18	$16.22	$178.40

Venue / Stadium

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Court hire adult sport	$83.60	$77.91	$7.79	$85.70
Sports Competition Team Fees Adults per game	$80.90	$75.36	$7.54	$82.90
Sports Competition Team Fees Juniors per game	$63.30	$59.00	$5.90	$64.90
Sports Competition Team Registration	$20.20	$18.82	$1.88	$20.70
Badminton (per hour)	$34.00	$31.73	$3.17	$34.90
Tennis (per hour)	$21.50	$20.00	$2.00	$22.00
Casual Shooting – Basketball and Soccer (per hour)	$8.00	$7.45	$0.75	$8.20
Multi purpose rooms (per hour)	$64.00	$59.64	$5.96	$65.60
Birthday parties (per child)	$28.90	$26.91	$2.69	$29.60
School sports – stadium	$6.40	$6.00	$0.60	$6.60

Exercise Physiology

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Exercise Physiology Workcover	$124.50	$116.00	$11.60	$127.60
Exercise Physiology Transport Accident Commission	$105.70	$98.45	$9.85	$108.30
People who have sustained injuries in a motor vehicle accident can receive support to assist them with their rehabilitation. Exercise Physiology is a treatment modality covered under the various state compensable schemes for these individuals.				
Exercise Physiology Department Veterans Affairs	$73.20	$68.18	$6.82	$75.00
Department of Veteran Affairs Gold and White card holders can receive Exercise Physiology treatment for injuries sustained during their military service. These benefits in some cases are also available to the card holders' loved ones.				
Exercise Physiology NDIS	$164.70	$153.45	$15.35	$168.80
Through discussions with their local area coordinator, people can access Exercise Physiology services as part of their NDIS plans.				
Personal Training NDIS	$61.80	$57.55	$5.75	$63.30
Through discussions with their local area coordinator, people can access Personal Training services as part of their NDIS plans.				
Exercise Physiology Medicare	$90.40	$84.27	$8.43	$92.70
There are various ways members of the public can utilise medicare funding to access Exercise Physiology. Please refer to the link below for further information on Exercise Physiology under medicare. http://www9.health.gov.au/mbs/fullDisplay.cfm?type=item&qt=ItemID&q=10953				
Exercise Physiology Private Health	$90.40	$84.27	$8.43	$92.70
Many private health agencys have Exercise Physiology services on their schedule of services.				

Michael Wenden Aquatic and Recreation Centre (Note: Centre is externally managed and applicable fees are supplied by external contractor)

Aquatics

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Under 2 years old				FREE **Last year fee** FREE
Casual Swim Adult	$7.20	$6.73	$0.67	$7.40
Casual Swim Concession (Child U16, Student, Pensioner)	$5.10	$4.64	$0.46	$5.10
Casual Swim Family Access (Up to five participants)	$22.50	$21.00	$2.10	$23.10
Casual Swim – Non Swimmer/Spectator	$3.00	$2.82	$0.28	$3.10
Casual Swim Adult 10 Visit Swim Pass	$62.20	$58.00	$5.80	$63.80

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Aquatics *[continued]*

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Casual Swim Concession 10 Visit Pass (Child U16, Student, Pensioner)	$46.90	$42.64	$4.26	$46.90
School Swim Entry inc Carnivals – Lane Hire also required	$5.20	$4.82	$0.48	$5.30
School Swim Lesson with Centre Instructor 30 Minutes 1:10	$9.10	$9.30	$0.00	$9.30
Lane Hire – Outdoor Pool – per hour (Subject to availability)	$45.00	$41.91	$4.19	$46.10
Lane Hire Indoor – Subject to availability per hour	$31.60	$29.45	$2.95	$32.40
Lane Hire – Outdoor – School & Community group Per Hour	$20.10	$18.73	$1.87	$20.60
Lane Hire Indoor School & Community group Per Lane per Hour	$15.20	$14.18	$1.42	$15.60
Swim club	$4.80	$4.36	$0.44	$4.80
Swimming Lessons – Adult/Child – per lesson	$17.70	$18.10	$0.00	$18.10
Swimming Lessons – Private – 1 Child/Adult – 30 Minutes	$55.90	$57.30	$0.00	$57.30
Swimming Lessons – Private – 2 Children/Adults – 30 Minutes	$63.10	$64.70	$0.00	$64.70

Aquatic Memberships

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Pool Membership – Adult – 8 Months (Seasonal) – Upfront	$356.70	$332.36	$33.24	$365.60
Pool Membership – Concession – Seasonal (8 Months) – Upfront	$271.10	$246.45	$24.65	$271.10
Pool Membership – Adult – 12 months – Upfront	$481.40	$448.55	$44.85	$493.40
Pool Membership – Concession – 12 Months – Upfront	$339.00	$308.18	$30.82	$339.00
Pool Membership – Adult – 12 Months – Direct Debit – Fortnightly	$21.50	$20.00	$2.00	$22.00
Pool Membership – Concession – 12 Months – Direct Debit – Fortnightly	$15.90	$14.45	$1.45	$15.90

Centre Memberships

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Centre Membership – Adult – 12 Months – Upfront	$915.70	$853.27	$85.33	$938.60
Centre Membership – 12 Month – Concession (Student, Pensioner) Upfront	$778.80	$708.00	$70.80	$778.80
Centre Membership – Council – 12 Months – Upfront	$630.00	$587.09	$58.71	$645.80
Centre Membership – Corporate – 12 Months – Upfront	$725.10	$675.64	$67.56	$743.20
Centre Membership – Teen Gym – 12 months – upfront	$529.10	$493.00	$49.30	$542.30
Centre Membership – Work cover – 3 Months – Upfront	$475.50	$443.09	$44.31	$487.40
Centre Membership – Direct debit – Joining fee	$48.70	$45.45	$4.55	$50.00
Centre Membership – Adult – Direct Debit – Fortnightly	$36.80	$34.27	$3.43	$37.70
Centre Membership -Direct Debit – Concession – Fortnightly	$31.60	$29.45	$2.95	$32.40
Centre Membership – Direct Debit – Corporate – fortnightly	$29.40	$27.36	$2.74	$30.10
Centre Membership – Direct Debit – Teen Gym – Fortnightly	$21.50	$20.00	$2.00	$22.00
Centre Membership – Direct Debit – Council – fortnightly	$25.60	$23.82	$2.38	$26.20
Centre Membership – Replacement card	$8.20	$7.64	$0.76	$8.40
Liverpool Active F/N	$58.00	$54.09	$5.41	$59.50

Fitness

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Group Fitness – Casual Visit – Adult	$18.50	$17.27	$1.73	$19.00
Aqua aerobics Casual Visit Concession (Student, Pensioner)	$10.70	$9.73	$0.97	$10.70
Aqua aerobics – Adult – 10 Visit Pass	$148.40	$136.36	$13.64	$150.00
Aqua aerobics 10 Visit Pass Concession (Student, Pensioner)	$83.30	$75.73	$7.57	$83.30
Health Club – Casual Visit Adult	$18.20	$17.00	$1.70	$18.70
Health Club – Casual Visit – Concession (Student, Pensioner)	$10.50	$9.55	$0.95	$10.50
Health Club – 10 Visit Pass – Adult	$148.70	$138.55	$13.85	$152.40
Health Club – 10 Visit Pass – Concession (Student, Pensioner)	$83.20	$75.64	$7.56	$83.20
Health Club – School PE – per student – Instructor Hire required also	$8.70	$8.09	$0.81	$8.90
Health Club – Personal training starter pack (3 X 30 minutes)	$131.30	$122.36	$12.24	$134.60
Health Club – Personal training – 45 minutes – member	$69.50	$64.73	$6.47	$71.20
Health Club – Personal Training – 1 Hour	$87.00	$81.09	$8.11	$89.20
Health Club – Challenge Fitness Camp – Member	$334.20	$311.45	$31.15	$342.60
Health Club – Challenge Fitness Camp – Non-Member	$400.70	$373.36	$37.34	$410.70

Stroke Correction (Squad)

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Stroke Correction – Gold -Direct Debit – Fortnightly	$70.20	$65.45	$6.55	$72.00
Stroke Correction – Silver – Direct Debit – Fortnightly	$65.40	$60.91	$6.09	$67.00
Stroke Correction – Direct Debit – Bronze – Fortnightly	$61.40	$57.18	$5.72	$62.90
Stroke Correction – Casual – Adult – 10 Visit Pass	$83.60	$77.91	$7.79	$85.70
Stroke Correction – Casual – Child – 10 Visit Pass	$65.90	$61.45	$6.15	$67.60
Stroke Correction – Casual – Adult	$8.80	$8.18	$0.82	$9.00
Stroke Correction – Casual – Child	$7.20	$6.73	$0.67	$7.40

Venue / Stadium

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Court Hire – Per Court – Per Hour	$84.50	$78.73	$7.87	$86.60
Court Hire – Per Court – Per Hour – Not for Profit	$72.60	$67.64	$6.76	$74.40
Court Hire – Per Court – Per Hour – After Hours	$108.10	$100.73	$10.07	$110.80
Court Hire – Casual Use – Per Person – Per Hour	$9.40	$8.73	$0.87	$9.60
Badminton – Per Court – Per Hour	$21.50	$20.00	$2.00	$22.00
Venue Hire – Exclusive Use	$188.00	$175.18	$17.52	$192.70
Venue Hire – Exclusive Use – After Hours	$267.60	$249.36	$24.94	$274.30
Venue Hire – Exclusive Use – Commercial Kitchen	$561.20	$522.91	$52.29	$575.20
Venue Hire – Exclusive Use – Cleaning Fee	$343.70	$320.27	$32.03	$352.30
Sports Competition – Team Fees Adults – Per Game	$89.10	$81.82	$8.18	$90.00
Sports Competition – Team Fees Juniors – Per Game	$64.00	$59.09	$5.91	$65.00
Sports Competition – Team Registration	$22.60	$20.91	$2.09	$23.00
Learn to play / kids sports activity (based on 1 hour class)	$13.70	$12.73	$1.27	$14.00
School Sport – Per Student	$7.60	$6.91	$0.69	$7.60
Holiday Sports Program Per Day	$57.70	$53.64	$5.36	$59.00

Exercise Physiology

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Exercise Physiology Workcover	$124.50	$116.00	$11.60	$127.60
Exercise rehabilitation is common for those recovering from a workbased injury. An injured employee can seek rehabilitation from Exercise Physiologist with a referral and recommendation from their GP and approval from their case manager.				
Exercise Physiology Transport Accident Commission	$105.70	$98.45	$9.85	$108.30
People who have sustained injuries in a motor vehicle accident can receive support to assist them with their rehabilitation. Exercise Physiology is a treatment modality covered under the various state compensable schemes for these individuals.				
Exercise Physiology Department of Veterans Affairs	$73.20	$68.18	$6.82	$75.00
Department of Veteran Affair Gold and White card holders can receive Exercise Physiology treatment for injuries sustained during their military service. These benefits in some cases are also available to the card holders' loved ones.				
Exercise Physiology NDIS	$164.70	$153.45	$15.35	$168.80
Through discussions with their local area coordinator, people can access Exercise Physiology services as part of their NDIS plans.				
Personal Training NDIS	$61.80	$57.55	$5.75	$63.30
Through discussions with their local area coordinator, people can access Personal Training services as part of their NDIS plans.				
Exercise Physiology Medicare	$90.40	$84.27	$8.43	$92.70
There are various ways members of the public can utilise medicare funding to access Exercise Physiology. Please refer to the link below for further information on Exercise Physiology under medicare. http://www9.health.gov.au/mbs/fullDisplay.cfm?type=item&qt=ItemID&q=10953				
Exercise Physiology Private Health	$90.40	$84.27	$8.43	$92.70
Many private health agencys have Exercise Physiology services on their schedule of services.				

Whitlam Leisure Centre (Note: Centre is externally managed and applicable fees are supplied by external contractor)

Aquatics

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Adult casual swim	$8.80	$8.18	$0.82	$9.00
Concession Casual Swim (Child U16, Student, Pensioner)	$6.70	$6.27	$0.63	$6.90
Non swimmer/spectator	$4.40	$4.09	$0.41	$4.50
Adult 10 Visit Swim Pass	$70.80	$66.00	$6.60	$72.60
Concession 10 Visit Swim Pass (Child U16, Student, Pensioner)	$54.50	$50.82	$5.08	$55.90
Family casual swim	$26.60	$24.82	$2.48	$27.30
School Swim Entry inc Carnivals – Lane Hire Required	$5.10	$4.73	$0.47	$5.20
School Lesson Swim with Centre Instructors	$10.50	$10.80	$0.00	$10.80
Lane Hire (Indoor & Outdoor) subject to availability	$56.60	$52.73	$5.27	$58.00
Lane Hire School & Community Per Lane per Hour	$21.40	$19.91	$1.99	$21.90
Swim club	$4.80	$4.36	$0.44	$4.80
Swim school 1 child/adult per lesson	$20.60	$21.10	$0.00	$21.10
Private lesson	$59.50	$61.00	$0.00	$61.00
Private Lesson – 2 Children	$66.10	$67.80	$0.00	$67.80
Private lesson – 3 Children	$72.00	$73.80	$0.00	$73.80
Spa/sauna casual	$16.40	$15.27	$1.53	$16.80
Concession Spa/Sauna (Student, Pensioner)	$13.90	$13.00	$1.30	$14.30
Bronze Swim Squad (per fortnight)	$69.90	$65.18	$6.52	$71.70
Silver Swim Squad (per fortnight)	$73.60	$68.55	$6.85	$75.40
Gold Swim Squad (per fortnight)	$78.10	$72.82	$7.28	$80.10

Aquatic Memberships

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Pool Membership Adult 12 months Upfront	$692.00	$645.45	$64.55	$710.00
Pool Membership Adult DD Fortnightly	$26.80	$25.00	$2.50	$27.50
Pool Membership Concession (Student & Pensioner) 12 months Upfront	$429.10	$399.82	$39.98	$439.80
Pool Membership Concession (Student & Pensioner) DD Fortnightly	$20.80	$19.36	$1.94	$21.30
Season Pass – Adult (Pool Access Only – January to March)	$289.90	$270.18	$27.02	$297.20
Season Pass – Concession/Child (Pool Access Only – January to March)	$208.70	$194.45	$19.45	$213.90

Centre Memberships

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Direct debit joining fee	$48.70	$45.45	$4.55	$50.00
12 month upfront	$1,248.20	$1,163.09	$116.31	$1,279.40
Direct debit Fortnightly Platinum (fitness, pools, classes, free creche, free friend access on weekends)	$49.40	$46.00	$4.60	$50.60
Direct Debit Fortnightly Gold (fitness, pools, classes)	$41.10	$38.27	$3.83	$42.10
Direct debit Fortnightly Fitness (fitness only)	$32.90	$30.64	$3.06	$33.70
Direct debit Fortnightly Platinum Concession	$37.00	$34.45	$3.45	$37.90
Direct debit Fortnightly Gold Concession	$35.10	$32.73	$3.27	$36.00
Direct debit Fortnightly Fitness Concession	$30.20	$28.18	$2.82	$31.00
3 month upfront – rehab only	$571.60	$532.64	$53.26	$585.90
12 month corporate upfront	$998.80	$930.73	$93.07	$1,023.80
12 month Concession (Student, Pensioner) Gold Upfront – 12 month corporate upfront	$932.20	$868.64	$86.86	$955.50
Concession (Student, Pensioner) Gold Direct Debit Fortnightly – Seniors/juniors upfront (12 months)	$34.50	$32.18	$3.22	$35.40
12 month Teen Gym upfront – Seniors/juniors direct debit (12 months)	$794.10	$740.00	$74.00	$814.00
Teen Gym Fortnightly DD – 12 month Concession (Student, Pensioner) Gold Direct Debit Fortnightly	$27.80	$25.91	$2.59	$28.50
Council Corporate 12 Months Upfront	$871.10	$811.73	$81.17	$892.90
PrYme Membership (Over 50's) – For holders of a Seniors or DVA card	$12.40	$11.55	$1.15	$12.70
Council Corporate Direct Debit Fortnightly	$23.20	$21.64	$2.16	$23.80
Replacement Card	$7.30	$6.82	$0.68	$7.50
Debit Success Admin Fee	$81.50	$75.91	$7.59	$83.50

Creche

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Creche per child	$5.50	$5.09	$0.51	$5.60
Creche Member 20 Visit Pass ($2.50 per visit)	$77.70	$72.73	$7.27	$80.00

Health Club

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Aquarobics	$16.60	$15.45	$1.55	$17.00

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Health Club *[continued]*

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Aquarobics Adult 10 Visit Pass	$155.60	$144.55	$14.45	$159.00
Aquarobics Concession (Student & Pensioner)	$11.00	$10.00	$1.00	$11.00
Aquarobics Concession (Student & Pensioner) 10 Visit Pass	$104.80	$95.45	$9.55	$105.00
Adult Casual gym/aerobics class	$23.80	$22.27	$2.23	$24.50
Adult Casual gym/aerobics class 10 Visit Pass	$204.50	$190.91	$19.09	$210.00
Concession Casual gym/aerobics class (Student, Pensioner)	$12.80	$11.82	$1.18	$13.00
Concession Casual gym/aerobics class (Student, Pensioner) 10 Visit Pass	$117.20	$109.09	$10.91	$120.00
School PE Gym Entry per student – Instructor Hire required also	$9.20	$8.64	$0.86	$9.50
School PE Instructor Hire per hour	$75.50	$70.00	$7.00	$77.00
Personal training starter pack (3 X 30 minutes)	$128.80	$120.00	$12.00	$132.00
Personal training 45 minute member	$67.90	$62.73	$6.27	$69.00
Personal training 1 hour member	$80.90	$75.45	$7.55	$83.00
Challenge Fitness Camp – Member	$324.70	$300.00	$30.00	$330.00
Challenge Fitness Camp – Non-member	$388.50	$362.73	$36.27	$399.00

Venue / Stadium

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Court hire adult sport	$91.10	$84.91	$8.49	$93.40
Sports Competition Team Fees Adults per game	$85.70	$79.82	$7.98	$87.80
Sports Competition Team Fees Juniors per game	$67.40	$62.82	$6.28	$69.10
Sports Competition Team Registration	$22.60	$21.09	$2.11	$23.20
Badminton	$34.90	$32.55	$3.25	$35.80
Table Tennis	$26.10	$24.36	$2.44	$26.80
Frank Oliveri room (per hour)	$100.60	$93.73	$9.37	$103.10
Multi purpose room (per hour)	$107.00	$99.73	$9.97	$109.70
Schools sport – stadium	$7.20	$6.73	$0.67	$7.40
Gymnastics Direct Debit weekly – 30 minutes	$13.10	$12.18	$1.22	$13.40
Gymnastics Direct Debit weekly – 45 minutes	$14.20	$13.27	$1.33	$14.60
Gymnastics Direct Debit weekly – 1 hour	$14.80	$13.82	$1.38	$15.20
Gymnastics Direct Debit weekly – 1.5 hours	$20.40	$19.00	$1.90	$20.90
Gymnastics Direct Debit weekly – 2 hours	$25.40	$23.64	$2.36	$26.00
Gymnastics Direct Debit weekly – 3 hours	$33.20	$30.91	$3.09	$34.00
Gymnastics Direct Debit weekly – 4 hours	$40.20	$37.45	$3.75	$41.20
Gymnastics Direct Debit weekly – 5 hours	$49.80	$46.36	$4.64	$51.00
Gymnastics Direct Debit weekly – 6 hours	$56.80	$52.91	$5.29	$58.20
Gymnastics Direct Debit weekly – 7 hours	$64.00	$59.64	$5.96	$65.60
Gymnastics Direct Debit weekly – 8 hours	$70.50	$65.73	$6.57	$72.30
Gymnastics Direct Debit weekly – 9 hours	$77.00	$71.73	$7.17	$78.90
Gymnastics Direct Debit weekly – 10 hours	$83.10	$77.45	$7.75	$85.20
Baby Gym	$13.10	$12.18	$1.22	$13.40
Learn to Play 45 minutes per week	$20.40	$19.00	$1.90	$20.90
Registration Fee Rec	$63.80	$59.45	$5.95	$65.40
Recreation Fee Kinder	$58.00	$54.09	$5.41	$59.50
Registration Fee Levels	$104.50	$97.36	$9.74	$107.10

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Venue / Stadium *[continued]*

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Casual shooter	$8.00	$7.45	$0.75	$8.20
Full Stadium Hire (per hour) - Category A	$470.90	$428.09	$42.81	$470.90
Full Stadium Hire (per hour) - Category B	$282.50	$256.82	$25.68	$282.50
Full Stadium Hire (per hour) - Category C	$251.10	$228.27	$22.83	$251.10
Cleaning Fee (Stadium) per Day (Events >500pax)				Full Cost Recovery **Last year fee**
Security Guards based on 1:100pax (High-risk Events)				Full Cost Recovery **Last year fee**

Exercise Physiology

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Exercise Physiology Workcover	$124.50	$116.00	$11.60	$127.60
Exercise rehabilitation is common for those recovering from a workbased injury. An injured employee can seek rehabilitation from Exercise Physiologist with a referral and recommendation from their GP and approval from their case manager.				
Exercise Physiology Transport Accident Commission	$105.70	$98.45	$9.85	$108.30
People who have sustained injuries in a motor vehicle accident can receive support to assist them with their rehabilitation. Exercise Physiology is a treatment modality covered under the various state compensable schemes for these individuals.				
Exercise Physiology Department of Veterans Affairs	$73.20	$68.18	$6.82	$75.00
Department of Veteran Affair Gold and White card holders can receive Exercise Physiology treatment for injuries sustained during their military service. These benefits in some cases are also available to the card holders' loved ones.				
Exercise Physiology NDIS	$164.70	$153.45	$15.35	$168.80
Through discussions with their local area coordinator, people can access Exercise Physiology services as part of their NDIS plans.				
Personal Training NDIS	$61.80	$57.55	$5.75	$63.30
Through discussions with their local area coordinator, people can access Personal Training services as part of their NDIS plans.				
Exercise Physiology Medicare	$90.40	$84.27	$8.43	$92.70
There are various ways members of the public can utilise medicare funding to access Exercise Physiology. Please refer to the link below for further information on Exercise Physiology under medicare. http://www9.health.gov.au/mbs/fullDisplay.cfm?type=item&qt=ItemID&q=10953				
Exercise Physiology Private Health	$90.40	$84.27	$8.43	$92.70
Many private health agencys have Exercise Physiology services on their schedule of services.				

Recreation Management

Sporting Fields - Standard Fees

ADDITIONAL CHARGES Applicable to all hirers unless otherwise specified

UTILITIES FEES AND CHARGES

Sole hirers of sporting facilities to pay electricity bills directly to supplier.

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Casual Hirers – per hour	$77.10	$72.73	$7.27	$80.00
Seasonal Fee – Sporting Field Utilities, per sporting field.	$1,705.00	$1,609.09	$160.91	$1,770.00

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UTILITIES FEES AND CHARGES *[continued]*

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Part Season Sporting Fields Utilities – per week (13 weeks or less)	$65.50	$61.82	$6.18	$68.00
This fee applies to those sports that do not match up with Council's designated Summer and Winter seasons. Where a sport uses 13 weeks or more of a designated season, the full seasonal fee will apply.				
Sole Hirers of sporting facilities to pay electricity bills directly to supplier or via recharge to Council				Pay electricity bills directly to supplier **Last year fee** Pay electricity bills directly to supplier

KEYS

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Lost Keys – replacement (per set)				Full Cost Recovery **Last year fee** Full Cost Recovery
Key Cutting – provision of additional keys as per Hire of Playing Fields Policy (per set)	$67.80	$64.00	$6.40	$70.40
Key Bond – Refundable (Note forfeited deposits attract GST)	$132.10	$137.10	$0.00	$137.10

CLEANING

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Extra cleaning per hour / cleaning required due to breach in hiring procedures (per hr)	$104.20	$98.36	$9.84	$108.20

MISCELLANEOUS

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Damage to property, fixtures and fitting and equipment – Quotation necessary + GST				Full cost recovery **Last year fee** Full cost recovery
Sydney Water Fines- Fines as specified by Sydney Water				As Specified by Sydney Water **Last year fee** As Specified by Sydney Water
Maintenance Charge – Performance of Licencee's licence agreement commitments by Council				Full cost recovery **Last year fee** Full cost recovery

Sporting Fields - Base Fees

Private sports providers (sports academies and commercial sporting competitions) with less than 50 participants will be charged 150% of the base fees.

Private sports providers with 50 or more participants will be charged 200% of the base fees.

Private sports providers may be required to share a field with another sporting user.

Sport - Field & Amenity Building Hire (CHARGES ARE SEASONAL)

Australian Rules, Rugby League, Rugby Union, Soccer, Gridiron

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Weekday Hire	$275.90	$260.36	$26.04	$286.40

Cricket

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Weekday Hire	$275.90	$260.36	$26.04	$286.40

Turf Wicket (Council Preparation)

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Weekday Hire	$1,584.30	$2,272.73	$227.27	$2,500.00
Seasonal Hirer – Additional Centre Wicket preparation	$504.70	$2,272.73	$227.27	$2,500.00

Turf Nets - Rosedale Oval

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Weekday Hire	$275.90	$260.36	$26.04	$286.40

Athletics

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Weekday Hire (per day)	$275.90	$260.36	$26.04	$286.40

Touch Football, Mini-League, Mini-Soccer, Oztag

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Weekday Hire (per day)	$206.90	$195.27	$19.53	$214.80

Baseball

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Weekday Hire (per day)	$66.70	$62.91	$6.29	$69.20

Netball, Basketball (Outdoor)

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Weekday Hire (per day)	$40.90	$38.64	$3.86	$42.50
Seven Day Hire	$185.80	$175.36	$17.54	$192.90

Other Miscellaneous Sports e.g. Remote Control Cars, Marching etc.

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Weekday Hire (per day)	$295.90	$279.18	$27.92	$307.10
Seven Day Hire	$1,657.30	$1,563.91	$156.39	$1,720.30

Fitness Groups

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
One off seasonal rate per site (Sporting and Passive Parks)	$249.20	$300.00	$30.00	$330.00

Sporting Fields - Maintenance Services

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Additional Cutting of Playing Surface – per soccer/rugby league field	$0.00	$250.00	$25.00	$275.00
Additional Cutting of Playing Surface – per cricket/AFL field	$0.00	$500.00	$50.00	$550.00
Hybrid Goal Mouth – per soccer goal area	$0.00	$8,250.00	$825.00	$9,075.00
Aerating - per soccer/rugby league field	$0.00	$950.00	$95.00	$1,045.00
Aerating - per cricket/AFL field	$0.00	$1,900.00	$190.00	$2,090.00
Scarifying - per soccer/rugby league field	$0.00	$1,200.00	$120.00	$1,320.00
Scarifying - per cricket/AFL field	$0.00	$2,400.00	$240.00	$2,640.00
Top Dressing Soil and spreading - per soccer/rugby league field	$0.00	$4,400.00	$440.00	$4,840.00
Top Dressing Soil and spreading - per AFL/Cricket field	$0.00	$8,800.00	$880.00	$9,680.00

School Hire - Sporting Fields

Schools located in the LGA have preference in hiring fields over those schools located outside the LGA.

Fees include access to toilets where available.

Sporting fields standard fees and charges apply for any additional fees.

WEEKDAY HIRE

Schools located outside the Liverpool LGA

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Field Hire (including access to toilets where available) – Zone Carnivals	$160.50	$151.45	$15.15	$166.60

Casual Hire – Passive Recreation Areas and Sporting Fields

Hourly rate includes the use of toilets where available.

Sporting fields standard fees and charges apply for any additional fees.

Nights with lights not available.

Day / Night

Passive Recreation Areas

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Commercial organisation minor event a passive park (less than 100 people) / per four hours	$345.90	$326.36	$32.64	$359.00

Sporting Grounds

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Community organisation major event on sporting ground more than 100 people. Per four hour block	$346.00	$181.82	$18.18	$200.00
Commercial organisation major event on sportsfield (More than 100 people,Revenue raising) (Initial four hour block)	$570.30	$363.64	$36.36	$400.00
Community organisation events (per hour after the initial four hour block capped at 10 hours)	$0.00	$45.45	$4.55	$50.00
Commercial organisation events (per hour after the initial four hour block capped at 6 hours	$100.90	$109.09	$10.91	$120.00
Major Event Damage Deposit Bond	$0.00	$5,000.00	$0.00	$5,000.00
Electricity Charges / per hour per field	$0.00	$54.55	$5.45	$60.00
Event Application Fee	$0.00	$227.27	$22.73	$250.00

Tennis Courts

Casual Hire

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Per hour – Day Light Use	$20.30	$19.18	$1.92	$21.10
Per hour – Floodlighting Use	$24.80	$23.45	$2.35	$25.80

Permanent Hire

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Per hour – Daylight Use	$16.80	$15.82	$1.58	$17.40
Per hour – Floodlighting Use	$23.70	$22.36	$2.24	$24.60

Schools (1.30pm - 3.30pm or part thereof)

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Schools located in LGA	$18.00	$17.00	$1.70	$18.70
School located outside LGA				Casual Rates apply **Last year fee** Casual Rates apply

Fees for Holding Markets

Application Fee

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
One-off Compulsory Market Application fee	$237.50	$246.50	$0.00	$246.50

S68 Application Fees and Charges for Global DA sites

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Stallholder Administration and Environmental Impacts fee	$32.60	$33.80	$0.00	$33.80

Bonds and Other Fees for Designated Market locations

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Utilities Electricity (Commercial and Community)				As per Meter **Last year fee** As per Meter
Utilities Water (Commercial and Community)				As per Meter **Last year fee** As per Meter
Markets Damage Bond per Event	$5,108.80	$5,302.90	$0.00	$5,302.90
Markets Cleaning Bond per Event	$1,910.10	$1,982.70	$0.00	$1,982.70

External Events Applications

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Event Applications	$249.20	$258.70	$0.00	$258.70
Global Section 68 Temporary Structures and Mechanical Devices	$279.20	$289.80	$0.00	$289.80
Mobile food vehicle (per vehicle) – Permit Approval Fee	$54.30	$56.40	$0.00	$56.40

Strategic Events

Category A Major Event - events over 5000 (daily rate)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Food Truck/Trailer or 15ampQue\	$0.00	$409.09	$40.91	$450.00
Food Vendor - 3m x 3m Space - Stall/Marquee Queuing System	$0.00	$272.73	$27.27	$300.00
Market Stall - 3m x 3m Space - Stall/Marquee	$0.00	$163.64	$16.36	$180.00
Additional Power Line (10 amp or 15amp)	$0.00	$90.91	$9.09	$100.00
Three Phase or Single Phase Power	$0.00	$181.82	$18.18	$200.00
Cleaning Fee Marquee Overheads Site Floor	$0.00	$68.18	$6.82	$75.00

Category B Medium Scale Event - events 2000-5000 (daily rate)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Food Truck/Trailer 3m x 6m floor space	$0.00	$318.18	$31.82	$350.00

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Category B Medium Scale Event - events 2000-5000 (daily rate) [continued]

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Food Vendor - 3m x 3m Space - Stall/Marquee	$0.00	$272.73	$27.27	$300.00
Market Stall - 3m x 3m Space - Stall/Marquee	$0.00	$163.64	$16.36	$180.00

Category C Small Event or Pop-Up Activation 0-2000 (daily rate)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Food Truck/Trailer (Small Pop-Up Activation) 3m x 6m floor space	$0.00	$90.91	$9.09	$100.00
Market Stall - 3m x 3m Space (Small Pop-up Activation) 3m x 3m floor space	$0.00	$68.18	$6.82	$75.00

Additional Venue Hire Fees

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Civic Tower – Lobby & Mezzanine Area	Range between $500 - $5000 subject to disruption to day-to-day functions, nature of the hirer (commercial, community, charitable) and the scale of the event. **Last year fee**			
Civic Place Forecourt	Range between $500 - $5000 subject to disruption to day-to-day functions, nature of the hirer (commercial, community, charitable) and the scale of the event. **Last year fee**			

Commercial Hourly Rates

Weekday

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Switch Gallery (270m2)	$0.00	$86.36	$8.64	$95.00
Hopper Gallery (173m2)	$0.00	$55.45	$5.55	$61.00
Bellbird within Turbine Hall (208m2) with minimum restaurant spend	$0.00	$66.36	$6.64	$73.00
Bellbird Awning (68m2) with minimum restaurant spend	$0.00	$21.82	$2.18	$24.00
Marsden Gallery (76m2)	$0.00	$37.27	$3.73	$41.00
Level 3 Meeting Room (58m2)	$0.00	$22.73	$2.27	$25.00

Weekend

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Switch Gallery (270m2)	$0.00	$138.18	$13.82	$152.00
Hopper Gallery (173m2)	$0.00	$103.64	$10.36	$114.00
Bellbird within Turbine Hall (208m2) with minimum restaurant spend - per hour	$0.00	$106.36	$10.64	$117.00
Bellbird Awning (68m2) with minimum restaurant spend	$0.00	$34.55	$3.45	$38.00
Marsden Gallery (76m2)	$0.00	$45.45	$4.55	$50.00
Level 3 Meeting Room (58m2)	$0.00	$30.00	$3.00	$33.00

Community Hourly Rates

Weekday

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Bellbird within Turbine Hall (208m2) with minimum restaurant spend	$0.00	$45.45	$4.55	$50.00
Bellbird Awning (68m2) with minimum restaurant spend	$0.00	$18.18	$1.82	$20.00
Marsden Gallery (76m2)	$0.00	$24.55	$2.45	$27.00
Level 3 Meeting Room (58m2)	$0.00	$18.18	$1.82	$20.00

Weekend

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Bellbird within Turbine Hall (208m2) with minimum restaurant spend	$0.00	$80.00	$8.00	$88.00
Bellbird Awning (68m2) with minimum restaurant spend	$0.00	$26.36	$2.64	$29.00
Marsden Gallery (76m2)	$0.00	$36.36	$3.64	$40.00
Level 3 Meeting Room (58m2)	$0.00	$22.73	$2.27	$25.00

Stallholders

Additional Fees for all Events

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Charity and Not-For-Profit Organisations Discount				40% **Last year fee** 40%
Liverpool Local Government Area business discount				20% **Last year fee** 20%
Food Inspection				As per Council's Health Inspection Fees under Community Standards **Last year fee** As per Council's Health Inspection Fees under Community Standards

Filming

Filming

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Filming in areas controlled by Liverpool City Council will attract a fee under Chapter 7 Div 4 of the Local Government Act 1993				Fee under Chapter 7 Div 4 LGA 1993 **Last year fee** Fee under Chapter 7 Div 4 LGA 1993

Application Fee

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Filming Processing application fee – external companies or individuals	$128.50	$133.40	$0.00	$133.40
Filming Processing application fee – students	$29.50	$30.60	$0.00	$30.60

Miscellaneous

Damage Deposit

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Damage Deposit				$200-5000 **Last year fee** Not Applicable
Fee for Cleaning and Damage During Event				200.00 - 5,000.00 **Last year fee** 200.00 - 5,000.00

Other Fees

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Events may incur other fees				Cost + GST **Last year fee** Cost + GST
Product Exclusivity guarantee (per day)				$100 – $500 **Last year fee** $100 – $500
Premium Positioning (per day)				$100 - $500 **Last year fee** $100 - $500

Corporate Support

Financial Management

Returned Cheque, Direct Debit or unpaid Credit Cards

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Administration Fee	$56.40	$58.50	$0.00	$58.50

Merchant Surcharge Fee / Transaction Fee (excluding Bellbird Cafe and CPAC Bar)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
i) Taxable Supply				0.55% **Last year fee** 0.55%
ii) Non-Taxable Supply				0.50% **Last year fee** 0.50%

Governance and Legal Services

Management Plans and Annual Report Plans available for downloading from Council's website free of charge.

Corporate Governance

Formal Access Application for Information

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Application Fee	$30.00	$30.00	$0.00	$30.00
Processing Fee (where request is not personal) per hour	$30.00	$30.00	$0.00	$30.00
Internal Review Application	$40.00	$40.00	$0.00	$40.00

Informal Requests for Information

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Application Fee				Free **Last year fee** Free
Information Retrieval Fee	$22.60	$23.50	$0.00	$23.50
Photocopy – up to A3 (for the first 10 pages) per copy	$4.60	$4.80	$0.00	$4.80
Photocopy – up to A3 (for subsequent pages after first 10 pages) per copy	$1.10	$1.10	$0.00	$1.10
Photocopy – larger than A3 per copy	$15.20	$15.80	$0.00	$15.80

Photocopying (General Documents)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Photocopy – COLOUR – up to A3 (for the first 10 pages) per copy	$4.60	$4.80	$0.00	$4.80
Photocopy – COLOUR – up to A3 (for subsequent pages after first 10 pages) per copy	$2.20	$2.30	$0.00	$2.30

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Photocopying (General Documents) [continued]

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Photocopy – COLOUR – A4 (for the first 10 pages) per copy	$2.20	$2.30	$0.00	$2.30
Photocopy – COLOUR – A4 (for subsequent pages after first 10 pages) per copy	$1.10	$1.10	$0.00	$1.10
Photocopy – BLACK & WHITE – up to A3 (for the first 10 pages) per copy	$2.20	$2.30	$0.00	$2.30
Photocopy – BLACK & WHITE – up to A3 (for subsequent pages after first 10 pages) per copy	$1.10	$1.10	$0.00	$1.10
Photocopy – BLACK & WHITE – A4 (for the first 10 pages) per copy	$1.10	$1.10	$0.00	$1.10
Photocopy – BLACK & WHITE – A4 (for subsequent pages after first 10 pages) per copy	$1.10	$1.10	$0.00	$1.10
Photocopy – COLOUR – larger than A3 per copy	$18.50	$19.20	$0.00	$19.20
Photocopy – BLACK & WHITE – larger than A3 per copy	$15.20	$15.80	$0.00	$15.80

Legal Services

In-house Lawyers

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Legal Costs – In-house lawyers (per hour)	$270.10	$254.91	$25.49	$280.40
Legal Cost - In-house Senior Lawyer (Per Hour)	$303.05	$286.00	$28.60	$314.60
General Counsel	$534.50	$504.36	$50.44	$554.80
Principal Lawyer	$418.40	$394.82	$39.48	$434.30
Paralegal	$218.40	$206.09	$20.61	$226.70

Subpoenas (In accordance with Court rules)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Initial Conduct Money	$60.80	$60.80	$0.00	$60.80
Production of Documents – Per hour of time or part thereof in retrieving and checking files for production	$66.00	$68.50	$0.00	$68.50
Production of Documents – Photocopying Charges	Per Council's standard photocopying fees and charges **Last year fee** Per Council's standard photocopying fees and charges			
Cost of Witness to attend Court – Calculated on a minimum of 4 hours (including 2 hours in travelling time to and from Sydney CBD)	At hourly rate of pay for Council staff plus fares or actual petrol costs plus parking fees **Last year fee** At hourly rate of pay for Council staff plus fares or actual petrol costs plus parking fees			
Cost of Witness to attend Liverpool Court	Calculated on an hourly basis of the hourly rate of pay for the Council staff member **Last year fee** Calculated on an hourly basis of the hourly rate of pay for the Council staff member			

Procurement

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Tender Fee				Varies **Last year fee** Varies
Fees depend on complexity and volume of the documentation of the tender				

Property Services

Application

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Fee to enquire to acquire Council land, an easement over Council land or a lease/licence/deed over Council land and or road matters	$760.80	$717.91	$71.79	$789.70

Charges under Section 611 (LGA)

Australian Gas Light Company

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
An annual charge will be levied on the Australian Gas Light Company (AGL) as assessed through the Office of Local Government				Annual Charge per OLG **Last year fee** Annual Charge per OLG

Easements

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Application fee for Easement over Council land	$2,717.00	$2,563.91	$256.39	$2,820.30
Application Fee for Easements Legal Fees				Minimum $2,750 plus GST and costs **Last year fee** Minimum $2,750 plus GST and costs
Compensation for Easements – based on Current Market Value determined by Valuation				Current Market Value Determined by Council Valuation (plus payment of Council's valuation costs). Minimum easement compensation fee of $5,000 plus GST. **Last year fee** Current Market Value Determined by Council Valuation (plus payment of Council's valuation costs). Minimum easement compensation fee of $5,000 plus GST.
Application Fee for Drainage Easements				$2,750 plus GST per dwelling unit fee for first dwelling unit and $1,250 plus GST for each additional proposed dwelling. **Last year fee** $2,750 plus GST per dwelling unit fee for first dwelling unit and $1,250 plus GST for each additional proposed dwelling.

Outdoor Cafe Permit (excluding Macquarie Mall)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Application Fee – Traffic Assessment for Outdoor Dining (Non-refundable fee payable for all applications)	$217.40	$225.70	$0.00	$225.70
Tactile Indicators (Applicable to new applications only)	$122.00	$126.60	$0.00	$126.60
Annual Permit Fee (Applicable for establisments with 5 or less chairs only)	$327.00	$339.40	$0.00	$339.40
Annual Permit Fee (Applicable for establishments with 6 or more chairs) – Payable per chair	$64.40	$66.90	$0.00	$66.90

Outdoor Cafe Permit - Macquarie Mall

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Annual Permit Fee - For each small structure in Macquarie Mall	$177.30	$184.00	$0.00	$184.00
Annual Permit Fee - For each large structure in Macquarie Mall	$698.40	$724.90	$0.00	$724.90

Permit of Entry / Deed of Access

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Application Fee for Permit of Entry / Deed of Access	$1,776.50	$1,676.36	$167.64	$1,844.00
Bond for Permit of Entry / Deed of Access				Price on Application **Last year fee** Price on Application
Occupation fee per month for Permit of Entry / Deed of Access (up to 500sqm)	$2,194.50	$2,070.82	$207.08	$2,277.90
Permit of Entry / Deed of Access (above 500sqm)				Minimum Fee of $2,100 per month or $42/sqm per annum plus GST **Last year fee** Minimum Fee of $2,100 per month or $42/sqm per annum plus GST
Permit of Entry / Deed of Access Legal Fees				Minimum $2,750 plus GST and costs **Last year fee** Minimum $2,750 plus GST and costs
Sydney Water Permit of Entry (for access to Council land) Application Fee	$2,500.00	$2,272.73	$227.27	$2,500.00
Construction of pipe/vent or manhole				Minimum impact fee of $10,000 or above based on valuation undertaken by Council valuer with applicant to pay valuation fee **Last year fee** Minimum impact fee of $10,000 or above based on valuation undertaken by Council valuer with applicant to pay valuation fee
Rock Anchor Point (for access to Council land) Application fee	$2,500.00	$2,272.73	$227.27	$2,500.00
Rock Anchor Point Legal Fees				$2,750 plus GST plus costs **Last year fee** $2,750 plus GST plus costs

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Permit of Entry / Deed of Access [continued]

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Rock Anchor Points (for access to Council land) Access fee	Per anchor point at prevailing market rate determined by Council (subject to approval) **Last year fee** Per anchor point at prevailing market rate determined by Council (subject to approval)			

Property Information

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
General Advertising Fee – Property Matters	$940.50	$887.45	$88.75	$976.20
Production of CT fee and admin	$413.00	$428.70	$0.00	$428.70

Rental

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Rental of Road Reserves	Assessed Rental for Leases & Deeds under the Roads Act. **Last year fee** Assessed Rental for Leases & Deeds under the Roads Act.			
Rental for occupation of Council Land – (fee per square metre per annum) or based on a valuation undertaken by Council Valuer with occupant to pay the valuation fee upfront).	Minimum Fee of $40/sqm per annum plus GST for occupation of Council land or Assessed Fee. **Last year fee** Minimum Fee of $40/sqm per annum plus GST for occupation of Council land or Assessed Fee.			
Rental of Council Land/Property (lease, licence, deed, etc)	Assessed Rental **Last year fee** Assessed Rental			
Engagement of Council Valuer to determine assessment of rental	Price on Application **Last year fee** Price on Application			
Lease/Licence Establishment Fee	$574.80	$542.45	$54.25	$596.70
Assignment of lease	$2,299.00	$2,169.45	$216.95	$2,386.40

Road Closure Application

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Application Fee for Permanent road closure	$2,717.00	$2,820.30	$0.00	$2,820.30
Application Fee for Temporary road closure	$2,717.00	$2,820.30	$0.00	$2,820.30
Road Closure Application Legal Fees	Minimum $2,750 plus GST and costs **Last year fee** Minimum $2,750 plus GST and costs			
Valuation Costs	Price on Application **Last year fee** Price on Application			

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Road Closure Application [continued]

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Survey costs – All survey/lodgement and registration costs				Price on Application **Last year fee** Price on Application
Crown Road / unformed road closure fee	$4,493.50	$4,664.30	$0.00	$4,664.30

Signage

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Advertising on Council Land – fee per sign per month (category 1 – small signs 1mx1m or less) Fee to be negotiated for 2 or more signs	$391.20	$369.18	$36.92	$406.10
Advertising on Council Land – fee per sign per month (category 2 – billboards, vehicles and advertising hoarding) Fee to be negotiated for 2 or more signs	$2,445.30	$2,307.45	$230.75	$2,538.20
Advertising on Phone Booths fee	$6,140.40	$5,794.27	$579.43	$6,373.70

Telecommunications Infrastructure Facilities on Council owned / managed land per provider

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Telecommunication Site Application fee per site	$783.80	$739.64	$73.96	$813.60
New site Minimum Annual fee (Pole on Council owned/managed land, shelter hut and access up to 30sqm)	$42,385.20	$39,996.18	$3,999.62	$43,995.80
New Site Minimum Annual Fee (Shelter hut and access only on Council owned/managed land up to 30sqm)	$20,649.20	$19,485.36	$1,948.54	$21,433.90
New site Minimum Annual Fee (Access across Council owned/ managed land)	$12,878.60	$12,152.73	$1,215.27	$13,368.00
Telecommunications Co-location user Fee (existing and new sites)	$20,709.00	$19,541.73	$1,954.17	$21,495.90
Microcell Fee	$10,976.70	$10,358.00	$1,035.80	$11,393.80
Microcell Application	$869.40	$820.36	$82.04	$902.40

Customer and Business Performance

Customer Experience

603 Certificates (LGA)

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Two Working Days – Subject to determination from the OLG	$100.00	$100.00	$0.00	$100.00
Urgency Fee for 603 Certificate (Priority Fee) – Applications in by 11am – Certificates ready by 3pm	$45.00	$50.00	$0.00	$50.00

Rates

Free enquiries for government departments.

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
General Rates Enquiries	$45.00	$50.00	$0.00	$50.00
Interest on Overdue Rates and Charges – Subject to determination from the OLG				10.5% **Last year fee** 10.5%
Refund Administration fee	$54.00	$55.00	$0.00	$55.00

Information and Technology Support

Specific Design Maps

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
AO or A1 Specific Design Maps	$160.50	$166.60	$0.00	$166.60
A3 or A4 Specific Design Maps	$40.00	$41.50	$0.00	$41.50
A2 Specific Design Map	$79.30	$82.30	$0.00	$82.30
GIS/Mapping labour extraction costs per hr	$57.80	$72.10	$0.00	$72.10

Others

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
A1 Size Maps	$33.50	$34.80	$0.00	$34.80
A1 Zoning map – Coloured- Each	$79.30	$82.30	$0.00	$82.30
A0 LEP – Coloured	$104.30	$108.30	$0.00	$108.30
LLEP Written and set of coloured maps – A3	$431.70	$448.10	$0.00	$448.10
LLEP Set of coloured maps only – A3	$391.80	$406.70	$0.00	$406.70
Photocopy – up to A3 (for the first 10 pages) per copy	$3.10	$3.20	$0.00	$3.20
Photocopy – up to A3 (for subsequent pages after first 10 pages) per copy	$0.60	$0.70	$0.00	$0.70
AO Aerial Map	$248.10	$257.50	$0.00	$257.50
A1 Aerial Map	$156.50	$162.50	$0.00	$162.50
A4 Aerial Map	$40.00	$41.50	$0.00	$41.50
A3 Aerial Map	$79.30	$82.30	$0.00	$82.30
A2 Aerial Map	$79.30	$82.30	$0.00	$82.30
Graphics File (e.g. JEPG / EPS/ PPF – CD to be supplied /purchased with hard copy map or emailed).	$26.80	$27.80	$0.00	$27.80

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Others [continued]

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
A3 LLEP08 Zoning map – each	$25.50	$26.50	$0.00	$26.50

Operations

City Environment

Noxious Weeds

Noxious Weeds Penalties

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Fines associated with breaches of the Biosecurity Act as advertised by the State Debt Recovery Office		As per State Debt Recovery Office **Last year fee** As per State Debt Recovery Office		

Environmental Investigation / Inspection

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Environmental Investigation/inspection/associated monitoring and administration work conducted during normal hours 8am to 5pm (minimum half hour)	$241.10	$250.30	$0.00	$250.30
After initial half hour (per half hour)	$46.30	$48.10	$0.00	$48.10
Environmental Investigation/inspection/associated monitoring and administration work conducted during outside normal working hours & weekends(first hour)	$457.90	$475.30	$0.00	$475.30
After initial hour (per hour)	$106.90	$111.00	$0.00	$111.00

City Works - Civil Operations

Maintenance Planning and Reporting

Restorations, Roads & Footpaths

- All fees are payable in advance. Dilapidation / Damage Inspection Fees are to be paid at the time building plans are submitted, i.e. at the same time the building fee is paid.
- In the case of road openings where no building plans are submitted, the fees are to be paid prior to any road openings being made.
- The fee payable will be assessed by the City Maintenance and / or Transport Department according to the Schedule of Fees.
- The road opening application fee payable is for the issue of a Road Opening Permit and usually will not cover the cost of restoration. Restorations will be assessed by Council prior to commencement of work according to Council's schedule of restoration rates and paid prior to issue of road opening permit. Additional charges for restoration will be measured on completion.
- No bitumen sealed, concrete or asphalt pavements shall be opened without first obtaining written approval from Council. Wherever possible, all pipes are to be placed under pavements by boring or trench less technology.

Application for Road Opening Permit Fees

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Application Fee	$177.10	$184.00	$0.00	$184.00

Damage Inspection Fees

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
(a) Residential Buildings / Below Ground Swimming Pools -	$193.00	$200.00	$0.00	$200.00

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Damage Inspection Fees *[continued]*

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
(b) Commercial and Industrial Buildings -	$225.00	$234.00	$0.00	$234.00

Vehicular Crossing Fees

Private Vehicular Crossing Construction Inspection Fees (For work carried out by owner / contractor)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Residential – Inspection fee	$183.00	$190.00	$0.00	$190.00
Medium Density or Commercial or Industrial – Inspection fee	$220.10	$230.00	$0.00	$230.00
Additional vehicular crossing Inspection - charged for subsequent inspections after three vehicular crossing inspections	$146.00	$152.00	$0.00	$152.00

Vehicular Crossing Construction in conjunction with Council's road or footpath works

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Residential crossing per sqm	$168.00	$159.09	$15.91	$175.00

RESTORATIONS

Roads

Footpath - Other

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Establishment Fee	$85.10	$88.00	$0.00	$88.00
Footpath Area (Nature Strip) – Earth/ Gravel/ Turf per sq.m	$120.00	$125.00	$0.00	$125.00
Asphalt footpath per sq.m	$198.00	$205.00	$0.00	$205.00
Clay segmental paver footpath restoration on concrete sub base per sq.m	$460.00	$477.00	$0.00	$477.00
Clay segmental paver footpath restoration on road base per sq.m	$319.00	$330.00	$0.00	$330.00
Footpath and Cycle way Restoration cost for area over 100 sq. m per location may be assessed on an individual basis				POA **Last year fee** POA
Concrete segmental paver footpath restoration on concrete sub base per sq.m	$575.00	$600.00	$0.00	$600.00
Granite paver footpath restoration on concrete sub base per sq.m	$920.00	$955.00	$0.00	$955.00
Granite Kerb and Gutter	$920.00	$955.00	$0.00	$955.00
Stencil, Colour concrete and decorative footpath additional 20 % to standard rates applied				Standard footpath fee + 20% **Last year fee** Standard footpath fee + 20%
Periphery paving footpath				Standard footpath fee + 40% **Last year fee** Standard footpath fee + 40%
Where Council requires more than two traffic controllers to facilitate works, additional cost will be charged.				P.O.A **Last year fee** P.O.A

Full depth asphalt road per sq.m per location

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Establishment Fee	$85.10	$88.00	$0.00	$88.00
a) 1 -10 sq.m	$392.00	$406.00	$0.00	$406.00
b) 11 – 25 sq.m	$360.00	$373.00	$0.00	$373.00
c) 26 – 50 sq.m	$319.00	$331.00	$0.00	$331.00
d) 51 – 100 sq.m	$282.00	$290.00	$0.00	$290.00
e) 101 – 250 sq.m	$225.00	$232.00	$0.00	$232.00

Sheet asphalt road per sq.m per location

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Establishment Fee	$85.10	$88.00	$0.00	$88.00
a) 1 – 10 sq.m	$313.00	$325.00	$0.00	$325.00
b) 11 – 25 sq.m	$266.00	$276.00	$0.00	$276.00
c) 26 – 50 sq.m	$235.00	$244.00	$0.00	$244.00
d) 51 – 100 sq.m	$209.00	$217.00	$0.00	$217.00
e) 101 – 250 sq.m	$178.10	$185.00	$0.00	$185.00

Bitumen sealed road per sq.m per location

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Establishment Fee	$85.10	$88.00	$0.00	$88.00
a) 1 – 10 sq.m	$204.00	$212.00	$0.00	$212.00
b) 11 – 25 sq.m	$188.00	$195.00	$0.00	$195.00
c) 26 – 50 sq.m	$167.00	$173.00	$0.00	$173.00
d) 51 – 100 sq.m	$146.00	$151.00	$0.00	$151.00
e) 101 – 250 sq.m	$115.00	$119.00	$0.00	$119.00

Unsealed road per sq.m per location

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Establishment Fee	$85.10	$88.00	$0.00	$88.00
a) 1 – 10 sq.m	$130.00	$135.00	$0.00	$135.00
b) 11 – 25 sq.m	$120.00	$125.00	$0.00	$125.00
c) 26 – 50 sq.m	$102.00	$106.00	$0.00	$106.00
d) 51 – 100 sq.m	$92.00	$95.00	$0.00	$95.00
e) 101 – 250 sq.m	$71.00	$74.00	$0.00	$74.00

Road Other

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Establishment Fee	$85.10	$88.00	$0.00	$88.00
Cement Concrete road per sq.m	$845.10	$877.00	$0.00	$877.00
Asphalt surface on cement concrete road per sq.m	$905.00	$940.00	$0.00	$940.00

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Road Other *[continued]*

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Road Restoration cost for area over 250 sq. m per location				POA **Last year fee** POA

Cement concrete footpath areas per sq.m. Full panel replacement per location

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Establishment Fee	$85.10	$88.00	$0.00	$88.00
a) 1 – 10 sq.m	$285.00	$295.00	$0.00	$295.00
b) 11 – 50 sq.m	$250.00	$258.00	$0.00	$258.00
c) Above 51 sq.m	$230.00	$237.00	$0.00	$237.00
Where Council requires more than two traffic controllers to facilitate works, additional cost will be charged.				P.O.A **Last year fee** P.O.A

Cement concrete cycle way areas per sq.m. Full panel replacement per location

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Establishment Fee	$85.10	$88.00	$0.00	$88.00
a) 1 – 10 sq.m	$330.00	$342.00	$0.00	$342.00
b) 11 – 50 sq.m	$303.10	$313.00	$0.00	$313.00
c) Above 51 sq.m	$250.00	$258.00	$0.00	$258.00
Where Council requires more than two traffic controllers to facilitate works, additional cost will be charged.				P.O.A **Last year fee** P.O.A

Pram Crossing

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Establishment Fee	$85.10	$88.00	$0.00	$88.00
Reinstatement of Concrete pram crossing 1.2m wide including bitumen restoration	$1,620.00	$1,685.00	$0.00	$1,685.00
Reinstatement of Concrete pram crossing 1.5m wide and above including bitumen restoration	$2,025.00	$2,100.00	$0.00	$2,100.00

Driveways

- Patterned vehicular crossing require replacement from layback to property boundary.
- Plain concrete driveways require replacement from property boundary to the front of footpath or from layback to the front of footpath.
- Concrete vehicular crossing (225mm) restoration may require full driveway and layback restoration.

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Establishment Fee	$85.10	$88.00	$0.00	$88.00

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Driveways *[continued]*

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Concrete vehicular crossing (125mm) per sq.m; Full panel replacement	$345.10	$358.00	$0.00	$358.00
Concrete vehicular crossing (150mm) per sq.m; Full panel replacement	$392.00	$407.00	$0.00	$407.00
Concrete vehicular crossing (225mm) per sq.m; Full panel replacement	$465.00	$483.00	$0.00	$483.00
Concrete dish crossing per sq.m; Full dish crossing replacement	$324.00	$337.00	$0.00	$337.00
Stencil & Colour vehicular crossing additional 15% to standard rates				Standard fee + 15% **Last year fee** Standard fee + 15%
Decorative vehicular crossing additional 40.0% to standard rates				Standard fee + 40% **Last year fee** Standard fee + 40%
All driveways over 20 sq. m will have a 10% discount applied				POA **Last year fee** POA
Where Council requires more than two traffic controllers to facilitate works, additional cost will be charged.				P.O.A **Last year fee** P.O.A
Restoration of Road Pavement as a result of Layback or Kerb and Gutter reconstruction (per sqm)	$385.10	$398.00	$0.00	$398.00

Drainage Structures

Concrete Kerb inlet lintels (including saw cutting and reinstatement of adjacent Kerb and gutter 0.5 metre each end)

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Establishment Fee	$85.10	$88.00	$0.00	$88.00
(a) Opening size 0.9m to 1.2m each	$1,960.00	$2,035.00	$0.00	$2,035.00
(b) Opening size 1.8m each	$2,070.00	$2,145.00	$0.00	$2,145.00
(c) Opening size 2.4m each	$2,132.00	$2,213.00	$0.00	$2,213.00
(d) Opening size 3.0m each	$2,175.00	$2,256.00	$0.00	$2,256.00
(e) Greater than 3.0m				POA **Last year fee** POA

Kerb and Gutter

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Establishment Fee	$85.10	$88.00	$0.00	$88.00
Layback; Full layback replacement per metre	$345.10	$358.00	$0.00	$358.00
Kerb and gutter per metre; Full panel replacement	$345.10	$358.00	$0.00	$358.00
Kerb and gutter 200mm per metre; Full panel replacement	$371.00	$385.00	$0.00	$385.00
Roll Kerb full panel replacement (per metre)	$392.00	$407.00	$0.00	$407.00
Provision of Kerb Stormwater Outlet	$245.00	$254.00	$0.00	$254.00

Saw Cutting

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Saw cutting establishment fee	$163.00	$169.00	$0.00	$169.00
Minimum saw cutting charge (including establishment fee)	$343.00	$356.00	$0.00	$356.00
Saw cutting up to 100mm depth per metre + estblishment fee	$36.50	$38.00	$0.00	$38.00
Additional for Saw cutting over 100mm depth metre per 25mm depth	$31.50	$33.00	$0.00	$33.00
Saw cutting Kerb & Gutter per cut + establishment Fee	$60.00	$62.00	$0.00	$62.00

Miscellaneous Items

Additional costs to be negotiated for restorations outside normal working hours.

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Reinstatement of Line Markings and Traffic signs				POA **Last year fee** POA
Reinstatement of Traffic Sensor				POA **Last year fee** POA
Reinstatement of Median Island, Roundabout etc				POA **Last year fee** POA

Facilities Management

Car Park

33 Moore Street Car Park

Monthly Rate

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Monthly Rate	$282.70	$266.73	$26.67	$293.40

Corporate Car Parking

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
CORPORATE CAR PARKING – Bathurst Street, Northumberland Street and Warren Service Way Car Parks				Corporate Rate to be negotiated with applicant **Last year fee** Corporate Rate to be negotiated with applicant

Bathurst Street Car Park - Meter Parking

Casual use

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Parking Fees per hour	$2.80	$2.64	$0.26	$2.90

Liverpool Civic Place Car Park

Casual Use

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
From 0 to 2 hours				Free **Last year fee** Free
From 2 to 2.5 hours				Free **Last year fee** Free
From 2.5 to 3 hours				Free **Last year fee** Free
From 3 to 3.5 hours	$6.00	$5.45	$0.55	$6.00
From 3.5 to 4 hours	$12.00	$10.91	$1.09	$12.00
From 4 to 4.5 hours	$15.00	$13.64	$1.36	$15.00
From 4.5 to 5 hours	$20.00	$18.18	$1.82	$20.00
5 hours +	$30.00	$27.27	$2.73	$30.00
Overnight Fee (per day)	$50.00	$45.45	$4.55	$50.00

Northumberland Street Car Park - Meter Parking

Casual use

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Ground floor only – Parking fees per Hour	$2.80	$2.64	$0.26	$2.90
Levels 1 and 2 only – All day parking	$13.60	$12.82	$1.28	$14.10

Levels 3 and 4

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Up to 3 hours				Free **Last year fee** Free
All day parking	$13.60	$12.82	$1.28	$14.10

Northumberland Serviceway

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Half-hour On-street Parking Fee	$1.70	$1.64	$0.16	$1.80

On-street Parking Meters - Meter Parking

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
On-street parking meters – pay and display	$3.40	$3.18	$0.32	$3.50

Any activity that occupies meter parking areas

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Cost per metered parking space occupancy (per space per hour)	$3.40	$3.18	$0.32	$3.50

Warren Service Way Car Park

Casual Use

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
From 0 to 1 hour	$3.00	$3.64	$0.36	$4.00
From 1 to 2 hours	$6.00	$6.36	$0.64	$7.00
From 2 to 3 hours	$11.00	$10.91	$1.09	$12.00
From 3 to 4 hours	$14.00	$13.64	$1.36	$15.00
From 4 to 5 hours	$17.00	$16.36	$1.64	$18.00
From 5 to 12 hours	$20.00	$19.09	$1.91	$21.00
From 12 to 24 hours	$22.10	$20.91	$2.09	$23.00
Lost ticket	$29.00	$28.18	$2.82	$31.00
Lost ticket				

Permanent Parking Space

Levels 1, 2 and 3 only

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Weekly Parking Passcard	$63.00	$59.45	$5.95	$65.40

Levels 4, 5 and 6 only

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Per month	$150.50	$142.00	$14.20	$156.20

Reserved Parking

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Reserved Parking Space	$277.10	$261.45	$26.15	$287.60

Miscellaneous

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Refund of Pre-paid parking fees – Annual Pass Cards only	Initial amount paid less period of usage to the nearest full month (calculated at the monthly parking rate) plus administration fee of $50.00. **Last year fee** Initial amount paid less period of usage to the nearest full month (calculated at the monthly parking rate) plus administration fee of $50.00.			

300 Macquarie Street Liverpool

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Reserve Parking Spaces (per month)	$278.00	$262.36	$26.24	$288.60

Hire of Car Park Grounds

Bathurst Street Car Park

Application Fee

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Application Fee	$410.70	$387.55	$38.75	$426.30

Ground Hire

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Hire of up to a maximum of 80 parking spaces in the car park for any event	$546.50	$515.73	$51.57	$567.30

Northumberland Street Car Park

Application Fee

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Application Fee	$410.70	$387.55	$38.75	$426.30

Ground Hire

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Hire of car park ground floor for any event	$574.80	$542.45	$54.25	$596.70

Parking Permits

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Temporary Parking Permit for community organisations – western side of Macquarie Street only between Campbell Street and Lachlan Street, Liverpool	$63.00	$65.40	$0.00	$65.40
Parking permit for Community Transport / Health Nurse vehicles	$58.00	$60.20	$0.00	$60.20
Temporary Parking Permit for non-community organisations – Annual Fee	$1,340.00	$1,390.90	$0.00	$1,390.90
Business Parking Permit Meter Parking areas – Annual Fee	$3,300.00	$3,425.40	$0.00	$3,425.40
Business Parking Permit Meter Parking areas – Half-yearly Fee	$1,739.00	$1,805.10	$0.00	$1,805.10
Temporary permit for trades / service contractors visiting Liverpool City Centre only – Daily rate	$44.50	$46.20	$0.00	$46.20
Temporary permit for trades / service contractors visiting Liverpool City Centre only – Weekly rate	$126.00	$130.80	$0.00	$130.80
Resident Parking Permit – First Permit				Free **Last year fee** Free

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Parking Permits [continued]

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Resident Parking Permit – Second permit if applicable	$25.50	$26.50	$0.00	$26.50
Permit for Pensioner or Student, Concession Cardholders per year	$12.10	$12.60	$0.00	$12.60
Replacement of Permit	$32.60	$33.80	$0.00	$33.80

Infrastructure Planning

Floodplain and Water Management

Floodplain Management

FLOODPLAIN DRAINAGE

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Flood Map Request (up to A3)	$78.00	$81.00	$0.00	$81.00
Stormwater Location Reports ($160 for up to 2hrs and $80 per hour or part thereof) and stormwater related investigations	$209.00	$217.00	$0.00	$217.00
Provision of flood risk maps in electronic form	$654.00	$679.00	$0.00	$679.00

Electronic copy of the hydraulic or hydrologic model

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
1 to 5 lot Residential, Commercial and Industrial development (including units and townhouses)	$1,303.00	$1,353.00	$0.00	$1,353.00
6 to 10 lots (Residential, Commercial and Industrial development (including units and townhouses)				$1,247.00 plus $260/lot or unit **Last year fee** $1,247.50 plus $260/lot or unit
Electronic copy of the hydraulic or hydrologic model for over 20 lots Residential, Commercial and Industrial development (including units and townhouses).	$6,524.00	$6,772.00	$0.00	$6,772.00
Electronic copy of the hydraulic or hydrologic model for Residential, Commercial and Industrial development or Re-zoning up to 1ha	$2,609.00	$2,708.00	$0.00	$2,708.00
Electronic copy of the hydraulic or hydrologic model for Residential, Commercial and Industrial development or Re-zoning from 1ha to 5 ha	$3,913.00	$4,062.00	$0.00	$4,062.00
Electronic copy of the hydraulic or hydrologic model for Residential, Commercial and Industrial development or Re-zoning over 5ha	$6,524.00	$6,772.00	$0.00	$6,772.00

Property Flood Affectation Information

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Provision of property flood affectation information to private developers and property valuers	$40.00	$42.00	$0.00	$42.00

Open Spaces

Parks

Tree Removal Fees

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Tree Removal Permit (Including pruning)	$52.20	$54.20	$0.00	$54.20
Tree Removal fee (for any additional tree removal permit)	$20.90	$21.70	$0.00	$21.70

City Works - Parks, Sportfields and Open Spaces

Plant, Labour and Ancillary Charges

Requested third party, stakeholder, remediation or emergency services work.

Plant Hire

Minimum 4 hour hire. All plant must be operated by Liverpool City Council staff i.e. no dry hire, plant hire only, operator(s). Additional cost unless stated.

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
2 tonne Tipper - Per 4 hours	$287.40	$271.18	$27.12	$298.30
4 tonne Tipper - per 4 hours	$344.90	$325.45	$32.55	$358.00
8 tonne Tipper & Trailer (Excavator/ backhoe / Chipper) - per 4 hours	$459.80	$433.91	$43.39	$477.30
12 tonne Tipper & Crane - per 4 hours	$551.80	$520.73	$52.07	$572.80
Mower Tractor - per 4 hours	$517.30	$488.18	$48.82	$537.00
Mower Field - per 4 hours	$459.80	$433.91	$43.39	$477.30
Mower Ventrac - per 4 hours	$517.30	$488.18	$48.82	$537.00

Labour Hire

Minimum Labour Hire Charge: 4 Hours

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Supervisor - Ordinary hours (Mon - Fri 0600 - 1800)	$69.00	$65.09	$6.51	$71.60
Supervisor - Nights / Weekends	$115.00	$108.55	$10.85	$119.40
Supervisor - Public Holidays	$172.40	$162.73	$16.27	$179.00
Operator - Ordinary hours (Mon - Fri 0600 - 1800)	$63.20	$59.64	$5.96	$65.60
Operator - Nights / Weekends	$89.70	$84.64	$8.46	$93.10
Operator - Public Holidays	$133.30	$125.82	$12.58	$138.40

Ancillary Charges

Council recovery costs plus GST.

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
General Waste Disposal Charge (Market @ Cost to Council) - $ Fee per tonne				Market **Last year fee** Market

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Ancillary Charges *[continued]*

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Comingled Recycling Waste Disposal Charge (Market @ Cost to Council) - $ Fee per tonne				Market **Last year fee** Market
Green Waste Disposal Charge (Market @ Recovery Cost to Council) - $ Fee per tonne				Market **Last year fee** Market
Graffiti Removal (Market @ Recovery Cost to Council)- $ Fee per Hour				Market **Last year fee** Market
Open Spaces Maintenance - Site $ Fee Per hectare, includes full maintenance of open space and/or bushland. Includes mowing, brushcutting, slashing, tree pruning, Litter removal				Market **Last year fee** Market
Tree removal (Market @ Recovery $ cost to council) - removal cost only, green waste disposal additional				Market **Last year fee** Market
Street Tree Planting Residential - < 70litre @ no charge, >70litre @ $ recovery cost to council. N.B tree variety must comply with council Planning and Tree Policies				Market **Last year fee** Market
Street Tree Planting Developer - Market Price plus planting, establishment and maintenance $ cost to council. N.B tree variety must comply with council Planning and Tree Policies.				Market **Last year fee** Market
Tree Planting Other - @ recovery $ cost to council N.B tree variety must comply with council Planning and Tree Policies				Market **Last year fee** Market

Operational Support

Bus and Truck Wash Bay

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Bus Wash (Manual)	$55.00	$51.91	$5.19	$57.10
The customer is responsible for purchasing and topping up the chemicals, as well as operting the machine during the wash.				
4WD, Ute, Pilot Van (Automatic)	$60.00	$56.64	$5.66	$62.30
Trailer Only Wash (Automatic)	$110.00	$103.82	$10.38	$114.20
Bus Wash (Automatic)	$110.00	$103.82	$10.38	$114.20
Rigid Truck Wash (Automatic)	$132.00	$124.55	$12.45	$137.00
Prime Mover Wash (Automatic)	$132.00	$124.55	$12.45	$137.00
All Semi-Trailer, Tankers, Tautliners, Other (Automatic)	$220.00	$207.64	$20.76	$228.40
Truck and Dog Wash (Automatic)	$220.00	$207.64	$20.76	$228.40
B-Double (Automatic)	$285.00	$268.91	$26.89	$295.80

Resource Recovery

Circular Economy

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Ceramamic Tiles (Mattress Flock) - Client - QTY PER SQUARE METER	$0.00	$54.55	$5.45	$60.00
Ceramamic Tiles (Mattress Flock) - Non Client - QTY PER SQUARE METER	$0.00	$59.09	$5.91	$65.00
Ceramic Tiles (Mattress Flock) - Non Client Premium - QTY PER SQUARE METER	$0.00	$63.64	$6.36	$70.00
3D Printing Fillament - 1KG - QTY 1	$0.00	$13.64	$1.36	$15.00

Commercial Waste Management

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Commercial Waste - Collection and Disposal of Yellow Lid - Recycling - 240L	$418.00	$433.90	$0.00	$433.90
Commercial Waste - Collection and Disposal of Red Lid - Residual Waste - 240L	$783.75	$813.50	$0.00	$813.50
Commercial Waste - Collection and Disposal of Yellow Lid - Recycling - 660L	$1,045.00	$1,084.70	$0.00	$1,084.70
Commercial Waste - Collection and Disposal of Red Lid - Residual Waste - 660L	$1,985.50	$2,061.00	$0.00	$2,061.00
Commercial Waste - Collection and Disposal of FOGO - weekly - 240L	$0.00	$600.00	$0.00	$600.00
Commercial Waste - Collection and Disposal of FOGO - weekly - 660L	$0.00	$2,600.00	$0.00	$2,600.00

Domestic Waste Management

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Domestic waste management charge per service per annum	$620.00	$670.00	$0.00	$670.00
Additional Domestic waste management service.	$620.00	$670.00	$0.00	$670.00
Domestic waste management charge – vacant blocks of land per annum	$93.80	$111.40	$0.00	$111.40
Domestic waste management charge – bin replacement charge for 240L red lid, green lid or yellow lid bins	$100.80	$104.60	$0.00	$104.60
Domestic waste management charge – bin replacement charge for 140L red lid	$94.40	$98.00	$0.00	$98.00
Domestic Waste Management Charge - Bin replacement charge for 660L red lid or yellow lid bins	$436.80	$453.40	$0.00	$453.40
Domestic Waste Management Charge - Bin replacement charge for 1100L Bin	$498.50	$542.40	$0.00	$542.40
Domestic Waste Management Charge - Additional 660L red lid bin for residual waste.	$1,671.60	$2,186.50	$0.00	$2,186.50
Domestic Waste Management Charge - Additional 660L yellow lid bin for recycling.	$957.40	$1,185.30	$0.00	$1,185.30
Domestic waste management charge – upgrade from 140L red lid bin to 240L red lid bin for residual waste	$190.10	$197.30	$0.00	$197.30
Domestic waste management charge – additional 240L red lid bin for residual waste	$275.30	$313.30	$0.00	$313.30
Domestic waste management charge – additional 140L red lid bin for residual waste	$237.50	$256.00	$0.00	$256.00

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Domestic Waste Management [continued]

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Domestic waste management charge – Additional 240L yellow lid bin for recycling	$123.10	$147.70	$0.00	$147.70
Domestic waste management charge – additional 240L green lid bin for FOGO	$114.70	$185.80	$0.00	$185.80
Domestic Waste Management Charge - Additional 1100L Red Lid Bin for residual waste	$3,241.50	$3,688.80	$0.00	$3,688.80
Domestic Waste Management Charge - Additional 1100L Yellow Lid Bin for recycling	$1,944.00	$2,134.50	$0.00	$2,134.50
Domestic Waste Management Charge - Collection and Disposal of contaminated 660L	$188.10	$195.30	$0.00	$195.30
Domestic Waste Management Charge - Collection and Disposal of contaminated 1100L	$282.20	$292.90	$0.00	$292.90
Domestic waste management charge – the Wheel Out and Wheel Back service for multi-unit dwellings	$239.20	$287.00	$0.00	$287.00
Domestic waste management charge – collection and disposal of contaminated 240L garden waste bin	$72.40	$75.20	$0.00	$75.20
Domestic waste management charge – collection and disposal of contaminated 240L recycling bin	$72.40	$75.20	$0.00	$75.20
Domestic waste management charge – additional household waste collection service over and above the 2 pickups allowed per year per household	$104.30	$129.10	$0.00	$129.10
Domestic Waste Management Charge - FOGO – Lost Replacement Kitchen Caddy	$0.00	$19.95	$0.00	$19.95
Domestic Waste Management Charge - FOGO – Additional Kitchen Caddy Liner	$0.00	$6.95	$0.00	$6.95

Illegal Waste Management

Impounding of Articles - Release and Handling

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Abandoned / unattended articles	$289.70	$300.70	$0.00	$300.70
Illegal signs	$296.90	$308.20	$0.00	$308.20
Illegal clothing bins	$929.90	$1,002.40	$0.00	$1,002.40
Recreational Equipment	$296.90	$308.20	$0.00	$308.20
Abandoned Trolleys - Liverpool CBD	$46.30	$48.10	$0.00	$48.10
Abandoned Trolleys - Suburbs (Outside CBD)	$0.00	$66.50	$0.00	$66.50

Shredding Operations

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Mattress Processing Fee – Delivered at Liverpool City Council Depot	$30.00	$27.27	$2.73	$30.00
Mattress Cage Collection & Processing Fee – Collected from Metro Sydney Council Depot	$40.00	$36.36	$3.64	$40.00
Mattress Processing Fee – Neighbouring Council Kerbside Mattress Collection – Tier 1	$0.00	$36.36	$3.64	$40.00
Mattress Processing Fee – Neighbouring Council Kerbside Mattress Collection – Tier 2	$0.00	$40.91	$4.09	$45.00
Mattress Processing Fee – Neighbouring Council Kerbside Mattress Collection – Tier 3	$0.00	$45.45	$4.55	$50.00
University Research Processing Fee (Capped at 1000 units)	$0.00	$22.73	$2.27	$25.00

Planning and Compliance

City Planning

Contributions Planning

- Notice of Intention Fee will be Invoiced after the first meeting between Proponent and Council where an intention to enter into a Planning Agreement with Council has been discussed.
- Basic VPA - For a Planning Agreement with a total monetary value of less than $5M. The fees and charges associated with a 'Basic VPA' provide for a maximum of three (3) 1-hour meetings with Council to finalise the negotiation and prepare the associated Planning Agreement. Any additional meetings required will be charged at the 'Additional Meetings (Per Hour Rate)' rate.
- Standard VPA - For a Planning Agreement with a total monetary value of between $5M and $20M. The fees and charges associated with a 'Standard VPA' provide for a maximum of five (5) 1-hour meetings with Council to finalise the negotiation and prepare the associated Planning Agreement. Any additional meetings required will be charged at the 'Additional Meetings (Per Hour Rate)' rate.
- Complex VPA - For a Planning Agreement with a total monetary value of between $20M and $50M. The fees and charges associated with a 'Complex VPA' within this range provide for a maximum of 10 x 1-hour meetings with Council to finalise the negotiation and prepare the associated Planning Agreement. Any additional meetings required will be charged at the 'Additional Meetings (Per Hour Rate)' rate.
- Complex VPA - For a Planning Agreement with a total monetary value of greater than $50M. The fees and charges associated with a 'Complex VPA' within this range will be subject to a full cost recovery approach and every meeting will be charged at the 'Additional Meetings (Per Hour Rate)' rate.

Works In Kind Agreements

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
WIKA Lodgement fee	$574.80	$596.60	$0.00	$596.60
WIKA Preparation fee (per WIKA)	$2,090.00	$2,169.40	$0.00	$2,169.40

VPA Stage 1 - Notice of Intention

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Basic VPA	$1,045.00	$1,084.70	$0.00	$1,084.70
Standard VPA	$0.00	$2,440.60	$0.00	$2,440.60
Complex VPA	$3,657.50	$3,796.50	$0.00	$3,796.50

VPA Stage 2 - Negotiation and Planning Agreement

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Basic VPA	$6,270.00	$6,508.30	$0.00	$6,508.30
Standard VPA	$22,467.50	$23,321.30	$0.00	$23,321.30
Complex VPA	$46,502.50	$48,269.60	$0.00	$48,269.60

Contributions VPA WIKA Services

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Public Exhibition / Public Notice - per exhibition period	$940.50	$976.20	$0.00	$976.20
Contribution Plan Preparation				Full cost recovery **Last year fee** Full cost recovery
Contribution Plan Preparation				

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Contributions VPA WIKA Services [continued]

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Land Valuation and Acquisition				Full cost recovery **Last year fee** Full cost recovery
Quantity surveying review				Full cost recovery **Last year fee** Full cost recovery
Quantity surveying review				
Site Inspection (Per Inspection)	$163.00	$169.20	$0.00	$169.20
Legal Costs - In house lawyers (per hour)	$373.10	$387.30	$0.00	$387.30
Legal Costs - General Counsel (per hour)	$476.60	$494.70	$0.00	$494.70
Legal Costs - Paralegal (per hour)	$221.80	$230.20	$0.00	$230.20
Legal Costs - External Legal Advice				Full cost recovery **Last year fee** Full cost recovery
Administration Management Fee				N/A **Last year fee** 3% value of all contributions
Additional Meetings (Per Hour Rate)	$135.90	$400.00	$0.00	$400.00
Enforcement of Planning Agreement				Full Cost Recovery **Last year fee**

eBusiness and Planning Reform

S10.7 Certificates Administration

Planning Certificates

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Planning Certificate - Section 10.7(2) (fee per certificate)	$69.00	$70.00	$0.00	$70.00
Planning Certificate – Section 10.7(5) (fee per certificate)	$105.00	$107.00	$0.00	$107.00
Planning Certificate – Section 10.7(2) & (5) (fee per certificate)	$174.00	$177.00	$0.00	$177.00
Outstanding Notices issued under LG Act 735/608 and EP&A Act 10.2	$130.90	$135.90	$0.00	$135.90

Heritage

Heritage Property Film and Photography

Category A - Ultra low impact filming (news crews)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Hire Fee				Free **Last year fee**

Category B - Low Impact Filming (less than 25 crew and minimal vehicles)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Weekly Hire	$0.00	$2,500.00	$0.00	$2,500.00
Minimum 4 hours	$0.00	$1,000.00	$0.00	$1,000.00
Additional hours	$0.00	$250.00	$0.00	$250.00

Category C - Medium Impact Filming (between 25-50 crew and max 10 trucks)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Weekly Hire	$0.00	$5,000.00	$0.00	$5,000.00
Minimum 4 hours	$0.00	$2,500.00	$0.00	$2,500.00
Additional hours	$0.00	$500.00	$0.00	$500.00

Category D - High Impact Filming (More than 50 crew and 10 trucks)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Weekly Hire	$0.00	$10,000.00	$0.00	$10,000.00
Minimum 4 hours	$0.00	$5,000.00	$0.00	$5,000.00
Additional hours	$0.00	$750.00	$0.00	$750.00

Category E - Weddings and Other Functions

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Weekly Hire	$0.00	$5,454.55	$545.45	$6,000.00
Minimum 4 hours	$0.00	$1,363.64	$136.36	$1,500.00
Additional hours	$0.00	$227.27	$22.73	$250.00

Compulsory Charges for all Film and Photography Hire

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Pre-Event Inspection	$0.00	$154.09	$15.41	$169.50
Pre-Event Set up access (per vehicle)	$0.00	$87.27	$8.73	$96.00
Bond				50% of Hire Fee **Last year fee**
Cleaning Bond				15% of Hire Fee - Applies if the site has not been cleaned and returned to original condition **Last year fee**

Heritage Tourism and Activations

Category A - Community Guided Tours

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Up to 20 people - 1 hour	$0.00	$211.82	$21.18	$233.00
Up to 20 people - 2 hours	$0.00	$352.73	$35.27	$388.00
Additional person	$0.00	$14.09	$1.41	$15.50

Category B - Corporate Guided Tours

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Up to 20 people - 1 hour	$0.00	$282.73	$28.27	$311.00
Up to 20 people - 2 hours	$0.00	$470.91	$47.09	$518.00
Additional person	$0.00	$18.82	$1.88	$20.70

Category C - Guided Heritage and Cultural Activations

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Per Person - Adult	$0.00	$18.82	$1.88	$20.70
Per Person - Student / Concession	$0.00	$16.91	$1.69	$18.60

Category D - Unguided/Self Guided Access (Collingwood and Courthouse - Main Courtroom Only)

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Per Person - Adult	$0.00	$14.09	$1.41	$15.50
Per Person - Student / Concession	$0.00	$12.73	$1.27	$14.00

Category E - Schools (Educational Institutions)

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Up to 20 students - 2 hours	$0.00	$188.18	$18.82	$207.00
Up to 20 students - 4 hours	$0.00	$282.27	$28.23	$310.50
Additional student - 2 hours	$0.00	$9.36	$0.94	$10.30
Additional student - 4 hours	$0.00	$14.09	$1.41	$15.50

Category F - Collingwood House Precinct - Corporate

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Entire Precinct Hire Daily	$0.00	$1,363.64	$136.36	$1,500.00
Entire Precinct Hire Weekly	$0.00	$6,818.18	$681.82	$7,500.00
Programs Workshop Hire (Servants Quarters) Daily	$0.00	$436.36	$43.64	$480.00
Programs Workshop Hire (Servants Quarters) Weekly	$0.00	$2,181.82	$218.18	$2,400.00
Seminar Room Hire (Atkinson Room) Daily	$0.00	$436.36	$43.64	$480.00
Seminar Room Hire (Atkinson Room) Weekly	$0.00	$2,181.82	$218.18	$2,400.00
Community Gallery Space (Bunker Bedroom and Formal Dining Room) Daily	$0.00	$727.27	$72.73	$800.00
Community Gallery Space (Bunker Bedroom and Formal Dining Room) Weekly	$0.00	$3,636.36	$363.64	$4,000.00
Share workspace hire – hourly	$0.00	$30.00	$3.00	$33.00
Share workspace hire – daily	$0.00	$300.00	$30.00	$330.00
Share workspace hire – weekly	$0.00	$1,500.00	$150.00	$1,650.00
Commission on art sales				P.O.A. **Last year fee**
Cultural Workshop Supplies				P.O.A. **Last year fee**

Category G - Collingwood House Precinct - Community or Local Artist

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Entire Precinct Hire Daily	$0.00	$681.82	$68.18	$750.00
Entire Precinct Hire Weekly	$0.00	$3,409.09	$340.91	$3,750.00
Programs Workshop Hire (Servants Quarters) Daily	$0.00	$218.18	$21.82	$240.00
Programs Workshop Hire (Servants Quarters) Weekly	$0.00	$1,090.91	$109.09	$1,200.00
Seminar Room Hire (Atkinson Room) Daily	$0.00	$218.18	$21.82	$240.00
Seminar Room Hire (Atkinson Room) Weekly	$0.00	$1,090.91	$109.09	$1,200.00
Community Gallery Space (Bunker Bedroom and Formal Dining Room) Daily	$0.00	$363.64	$36.36	$400.00
Community Gallery Space (Bunker Bedroom and Formal Dining Room) Weekly	$0.00	$1,818.18	$181.82	$2,000.00
Share workspace hire – hourly	$0.00	$15.00	$1.50	$16.50
Share workspace hire – daily	$0.00	$150.00	$15.00	$165.00
Share workspace hire – weekly	$0.00	$500.00	$50.00	$550.00
Commission on Art Sales				P.O.A. **Last year fee**
Cultural Workshop Supplies				P.O.A. **Last year fee**

Category H - Former Liverpool Courthouse - Corporate

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Entire Precinct Hire Daily	$0.00	$1,363.64	$136.36	$1,500.00
Entire Precinct Hire Weekly	$0.00	$6,818.18	$681.82	$7,500.00
Courtroom Hire (Daily)	$0.00	$727.27	$72.73	$800.00
Courtroom Hire (Weeky)	$0.00	$3,636.36	$363.64	$4,000.00
Courtroom 2 Hire (Daily)	$0.00	$363.64	$36.36	$400.00
Courtroom 2 Hire (Weekly)	$0.00	$1,818.18	$181.82	$2,000.00
Outbuilding Meeting Room 1 (Hourly)	$0.00	$45.45	$4.55	$50.00
Outbuilding Meeting Room 1 (Daily)	$0.00	$409.09	$40.91	$450.00
Outbuilding Meeting Room 1 (Weekly)	$0.00	$2,045.45	$204.55	$2,250.00
Outbuilding Meeting Room 2 (Hourly)	$0.00	$45.45	$4.55	$50.00
Outbuilding Meeting Room 2 (Daily)	$0.00	$409.09	$40.91	$450.00
Outbuilding Meeting Room 2 (Weekly)	$0.00	$2,045.45	$204.55	$2,250.00
Workstation Hire - Hourly	$0.00	$27.27	$2.73	$30.00
Workstation Hire - Daily	$0.00	$218.18	$21.82	$240.00
Workstation Hire - Weekly	$0.00	$1,090.91	$109.09	$1,200.00

Category I - Former Liverpool Courthouse - Community

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Entire Precinct Hire Daily	$0.00	$235.45	$23.55	$259.00
Entire Precinct Hire Weekly	$0.00	$1,363.64	$136.36	$1,500.00
Courtroom Hire (Daily)	$0.00	$86.36	$8.64	$95.00
Courtroom Hire (Weeky)	$0.00	$285.45	$28.55	$314.00
Courtroom 2 Hire (Daily)	$0.00	$47.27	$4.73	$52.00

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Category I - Former Liverpool Courthouse - Community *[continued]*

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Courtroom 2 Hire (Weekly)	$0.00	$216.36	$21.64	$238.00
Outbuilding Meeting Room 1 (Hourly)	$0.00	$22.73	$2.27	$25.00
Outbuilding Meeting Room 1 (Daily)	$0.00	$81.82	$8.18	$90.00
Outbuilding Meeting Room 1 (Weekly)	$0.00	$345.45	$34.55	$380.00
Outbuilding Meeting Room 2 (Hourly)	$0.00	$22.73	$2.27	$25.00
Outbuilding Meeting Room 2 (Daily)	$0.00	$81.82	$8.18	$90.00
Outbuilding Meeting Room 2 (Weekly)	$0.00	$345.45	$34.55	$380.00
Workstation Hire - Hourly	$0.00	$13.64	$1.36	$15.00
Workstation Hire - Daily	$0.00	$109.09	$10.91	$120.00
Workstation Hire - Weekly	$0.00	$545.45	$54.55	$600.00

Compulsory Charges applicable to Categories D, F, G, H and I

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Key Bond	$0.00	$60.00	$0.00	$60.00
Cleaning Bond	$0.00	$300.00	$0.00	$300.00
Daily Hire Bond				50% of rate **Last year fee**
Weekly Hire Bond				50% of rate **Last year fee**

Community Heritage

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Cost recovery for community-initiated heritage interpretation				P.O.A **Last year fee** P.O.A
Cost recovery for monuments dedicated to a community identity				P.O.A **Last year fee** P.O.A
Seminars, Forums and Conferences				P.O.A **Last year fee** P.O.A

Liverpool Pioneers Memorial Park

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Grave Marker plaque				P.O.A. **Last year fee** P.O.A.
Monument inscription plaque				P.O.A. **Last year fee** P.O.A.

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Liverpool Pioneers Memorial Park [continued]

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Annual detailed clean and treatment of headstone				P.O.A. **Last year fee** P.O.A.
Monthly clean and treatment of headstone				P.O.A. **Last year fee** P.O.A.
Installation of a new Memorial				P.O.A. **Last year fee** P.O.A.
Where an ancestorial grave has been clearly identified, this fee line would allow for a descendent to get a plaque on a plinth installed to mark the location.				

Heritage Minor Works

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Residential - Private Dwelling	$0.00	$150.00	$0.00	$150.00
Other	$0.00	$287.00	$0.00	$287.00

Heritage and Public Art Advisory Service

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
General Heritage and Public Art Advice				Free **Last year fee** Free
Pre-purchase Heritage Advice (per hour)	$163.00	$153.82	$15.38	$169.20
Technical Heritage and Public Art Advice (per hour)	$271.70	$256.36	$25.64	$282.00
Post Development Assessment Advice (per hour)	$0.00	$153.82	$15.38	$169.20
Post Development Assessment Minor	$0.00	$454.55	$45.45	$500.00
Post Development Assessment Major	$0.00	$1,363.64	$136.36	$1,500.00

Heritage Planning Proposal

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Removal of a Heritage Item	$0.00	$37,000.00	$0.00	$37,000.00

Interim Heritage Order

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Private Initiated Interim Heritage Order				Full Cost Recovery **Last year fee**

Peer Review Assessments

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Development Application Heritage Peer Review				Full Cost Recovery **Last year fee**
Planning Proposal Peer Review				Full Cost Recovery **Last year fee**

Heritage Documentation

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Provision of hardcopy Conservation Management Plan of Council Heritage Item	$54.30	$51.27	$5.13	$56.40
Provision of hardcopy of 1991 heritage study	$271.70	$256.36	$25.64	$282.00
Provision of single inventory from heritage study	$27.20	$25.64	$2.56	$28.20
Cost recovery for peer review of conservation management plans, heritage significance assessments and other heritage planning documentation				POA **Last year fee** POA

Research Services

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Specialist Heritage Research (Per hour)	$0.00	$78.64	$7.86	$86.50
High-resolution copy of Historic Photograph				Cost plus GST **Last year fee** Cost plus GST

Strategic Planning

Rezoning

Local Environmental Plan Amendments

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Written planning enquiry relating to either Development Control Plans or Local Environmental Plans	$232.80	$241.70	$0.00	$241.70
Costs associated with Public hearings				Cost plus GST **Last year fee** Cost plus GST
Small scale (<$20m), minor site specific planning proposal request that is aligned with the Strategic Planning framework	$27,170.00	$28,202.50	$0.00	$28,202.50
Medium Scale (>$20m), site specific planning proposal request that is aligned with the strategic planning framework and has minimal site constraints	$83,140.20	$86,299.50	$0.00	$86,299.50
Large scale (>$20m) rezoning request or LEP Amendment where additional studies are required to justify alignment with the strategic planning framework and significant site constraints exist	$138,567.00	$143,832.60	$0.00	$143,832.60
Significant and highly complex planning proposals involving consideration of precinct wide planning outcomes	$221,707.20	$230,132.10	$0.00	$230,132.10
Cost Recovery - For independent assessment of relevant planning proposals, including peer reviews of specialist reports and public exhibtion, notification and advertsing of planning proposal, master plans and DCPs.				Cost plus GST **Last year fee** Cost plus GST

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Local Environmental Plan Amendments *[continued]*

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Amendment to Planning Proposal Request. Amendment to the planning proposal request that includes updates to supporting studies and plans and requires further staff assessment and referrals completed.	25% of the cost of the original Planning Proposal Request **Last year fee** 25% of the cost of the original Planning Proposal Request			
Refund if planning proposal is withdrawn prior to a Council meeting for Gateway and Applicant chooses not to lodge a Pre-Gateway Review	To be determined by the Manager City Planning up to a maximum of 50% of fee paid **Last year fee** To be determined by the Manager City Planning up to a maximum of 50% of fee paid			
Refund if Council resolves not to proceed to request a gateway determination and Applicant chooses not to lodge a Pre-Gateway Review	To be determined by the Manager City Planning up to a maximum of 25% of fee paid **Last year fee** To be determined by the Manager City Planning up to a maximum of 25% of fee paid			

Pre-Planning Proposal Meeting Fees

Planning Advisory Meetings

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Planning Advisory Meetings (No scoping report or minutes from meeting	$0.00	$800.00	$0.00	$800.00

Minor Planning Proposals (Proposals with a CIV < $20m)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
First Meeting	$1,108.50	$1,150.60	$0.00	$1,150.60
Second and subsequent meetings	$554.30	$575.40	$0.00	$575.40

Major Planning Proposals (Proposals with a CIV > $20m)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
First Meeting	$3,325.60	$6,000.00	$0.00	$6,000.00
Second and subsequent meetings	$1,662.80	$2,500.00	$0.00	$2,500.00

Pre-Major Project DA Meeting Fees

State Significant Development or Infrastructure Consultation Meeting

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
First Meeting	$1,219.40	$1,265.70	$0.00	$1,265.70
Second Meeting	$609.70	$632.90	$0.00	$632.90
Post SEARS Advice	$0.00	$1,200.00	$0.00	$1,200.00

Development Control Plan Admendments

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
DCP amendments of minor nature (ie. Site specific or minor changes to support a planning proposal)	$11,085.40	$11,506.70	$0.00	$11,506.70
DCP amendments that involve substantial changes and apply to numerous site	$22,170.70	$23,013.20	$0.00	$23,013.20

Development Control Plans - copies

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Development Control Plans – Part 1	$22.70	$23.60	$0.00	$23.60
Development Control Plans – All Documents	$231.30	$240.10	$0.00	$240.10

Street Naming Fee

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Application Fee – Base Fee (up to 10 names)	$217.40	$225.70	$0.00	$225.70
Additional fee per name (in excess of 10 names)	$21.70	$22.50	$0.00	$22.50
Newspaper and Gazettal Fee	$815.10	$846.10	$0.00	$846.10
Re-advertising (Erratum Notice)	$271.70	$282.00	$0.00	$282.00

Community Standards

Animal Management

Animals Impounding

Dogs - Fees per dog

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Release fees	$35.00	$35.00	$0.00	$35.00
Second Time Release Fee	$50.00	$50.00	$0.00	$50.00
Sustenance fee per day	$27.50	$31.00	$0.00	$31.00

Hire of anti-bark collars

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Refundable deposit (Forfeited deposit attracts GST)	$128.20	$133.10	$0.00	$133.10
Hire fee (per week)	$28.90	$27.27	$2.73	$30.00

Purchase of Impounded Dog

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Purchase of impounded dog including vaccination, heart worm, life time registration and veterinarian check-up.	$350.00	$318.18	$31.82	$350.00
Dogs for under 6 months of age	$300.00	$272.73	$27.27	$300.00
Purchase by Rescue groups of impounded dog including vaccination, heartworm, veterinarian check	$40.00	$90.00	$9.00	$99.00

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Purchase of Impounded Dog *[continued]*

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Purchase by Rescue groups of impounded dog including vaccination, heartworm, veterinarian check and dessexed	$150.00	$200.00	$20.00	$220.00
Pet of the Week/Special event / First offence release fees	Discounted fees subject to manager's approval **Last year fee** Discounted fees subject to manager's approval			

Sale of Restricted / Dangerous Dog Collars & Signage

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
55 cm collar – Restricted / Dangerous	$54.30	$56.00	$5.60	$61.60
60 cm collar – Restricted / Dangerous	$65.20	$61.55	$6.15	$67.70
65 cm collar – Restricted / Dangerous	$76.10	$71.82	$7.18	$79.00
84 cm collar – Restricted / Dangerous	$87.00	$82.09	$8.21	$90.30
Sign – Restricted / Dangerous Dog	$43.50	$41.09	$4.11	$45.20

Cats - fees per cat

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Impounding fees per cat	$40.00	$40.00	$0.00	$40.00
Second Time Release Fee	$55.00	$55.00	$0.00	$55.00
Sustenance fee (per day)	$22.00	$22.00	$0.00	$22.00
Purchase of impounded / surrendered cat (includes desexing, registration, micro chipping, vaccinations, worming and frontline treatment).	$50.00	$45.45	$4.55	$50.00
Kittens (includes desexing voucher, micro chipping, vaccinations, worming and frontline treatment)	$50.00	$45.45	$4.55	$50.00
Purchase by Rescue groups of cat / kitten including vaccination, worming and veterinarian health check	$25.00	$85.45	$8.55	$94.00
Purchase by Rescue groups of cat / kitten including vaccination, worming, veterinarian health check and dessexed	$50.00	$136.36	$13.64	$150.00

Registration Fees and Permits (per animal) - subject to OLG determination

Life time registration fee for Dogs and Cats. Registration fee payable for the registration of companion animals.

Registration Category

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Dog – Registration fee (by 12 weeks or when sold if earlier than 12 wks)	$78.00	$78.00	$0.00	$78.00
Dog - Additional Fee (dog not desexed by 6 months)	$184.00	$184.00	$0.00	$184.00
Dog – Registration Combined fees (for not Desexing dog by 6 months)	$262.00	$262.00	$0.00	$262.00
Dog – Registration (by eligible pensioner)	$34.00	$34.00	$0.00	$34.00
Dog – Registrations (not recommended)	$78.00	$78.00	$0.00	$78.00
Dog - Registration (not recommended eligible pensioner)	$34.00	$34.00	$0.00	$34.00
Dog - Registration (recognised breeder)	$78.00	$78.00	$0.00	$78.00
Cat - Registration fee (by 12 weeks or when sold if earlier than 12 wks)	$68.00	$68.00	$0.00	$68.00

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Registration Category *[continued]*

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Cat - Registration (eligible Pensioner)	$34.00	$34.00	$0.00	$34.00
Cat - Registration (not recommended)	$68.00	$68.00	$0.00	$68.00
Cat - Registration (not recommended - eligible pensioner)	$34.00	$34.00	$0.00	$34.00
Cat - Registration (recognised breeder)	$68.00	$68.00	$0.00	$68.00
Registration Late Fee	$22.00	$22.00	$0.00	$22.00

Annual Permit Category

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Cat (not desexed by four months of age)	$96.00	$96.00	$0.00	$96.00
Dangerous Dog	$230.00	$230.00	$0.00	$230.00
Restricted Dog	$230.00	$230.00	$0.00	$230.00
Permit Late Fee	$22.00	$22.00	$0.00	$22.00

POUND FEES- Per animal

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Release Fee (each)	$47.00	$47.00	$0.00	$47.00

Handling/Sustenance Fees – Per Animal, Per Day

Horse

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Stallion	$44.00	$48.40	$0.00	$48.40
Mare/Gelding	$44.00	$48.40	$0.00	$48.40
Pony	$44.00	$48.40	$0.00	$48.40

Others

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Cow	$44.00	$48.40	$0.00	$48.40
Bull	$44.00	$48.40	$0.00	$48.40
Calf	$27.50	$48.40	$0.00	$48.40
Sheep	$27.50	$48.40	$0.00	$48.40
Goat	$27.50	$48.40	$0.00	$48.40
Purchase of Impounded Sheep	$20.00	$18.18	$1.82	$20.00
Purchase of Impounded Goat	$20.00	$18.18	$1.82	$20.00
Purchase of Birds	$20.00	$18.18	$1.82	$20.00
Purchase of Horses (small)	$60.00	$54.55	$5.45	$60.00
Purchase of Horses (Large)	$125.40	$118.36	$11.84	$130.20
Purchase of Cattle	$170.00	$154.55	$15.45	$170.00

Floatage

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Damages as per actual costs, if any				Actual cost **Last year fee** Actual cost

Miscellaneous

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Cat Trap Hire	$24.80	$23.45	$2.35	$25.80
Compliance Certificate for Dog Enclosure	$178.30	$185.10	$0.00	$185.10

Development Applications and Construction Certificates

Development Applications and Construction Certificates (includes Fast Track applications)

All types of development $5,000 or less

a) Class 1A (dwelling and dwelling additions)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
-DA	$129.00	$129.00	$0.00	$129.00
-CC	$145.55	$132.32	$13.23	$145.55
-Rego	$40.00	$40.00	$0.00	$40.00

b) Class 10A (outbuildings)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
-DA	$129.00	$129.00	$0.00	$129.00
-CC	$126.60	$115.09	$11.51	$126.60
-Rego	$40.00	$40.00	$0.00	$40.00

c) Class 2-9 (Commercial / Industrial) If lodged as a combined DA & CC including registration

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
-DA	$129.00	$129.00	$0.00	$129.00
- CC under $50,000				Full Application Fee per CC Scale Table **Last year fee** Full Application Fee per CC Scale Table
- CC over $50,001				Full Application Fee per CC Scale Table less $150 discount with minimum fee $450 **Last year fee** Full Application Fee per CC Scale Table less $150 discount with minimum fee $450
-Rego	$40.00	$40.00	$0.00	$40.00
If CC is lodged separately (include registration)				CC Scale + GST + Rego **Last year fee** CC Scale + GST + Rego

Class 1A Dwelling additions over $5,000 (residential)

a) If lodged as combined DA & CC (including registration)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
- DA				DA Scale **Last year fee** DA Scale
- CC under $50,000				Full Application Fee per CC Scale Table **Last year fee** Full Application Fee per CC Scale Table
- CC over $50,001				Full Application Fee per CC Scale Table less $150 discount with minimum fee $450 **Last year fee** Full Application Fee per CC Scale Table less $150 discount with minimum fee $450
- Rego	$40.00	$40.00	$0.00	$40.00

b) If CC is lodged separately (include registration)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
- CC				CC Scale + GST **Last year fee** CC Scale + GST
- Rego	$40.00	$40.00	$0.00	$40.00

New Single Class 1A Dwelling (residential) including registration

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
CC, PCA, OC and Registration	$1,250.00	$1,136.36	$113.64	$1,250.00

New Single Class 1A Dwelling (residential) & Swimming pool including registration

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
CC, PCA, OC and Registration	$1,500.00	$1,363.64	$136.36	$1,500.00

New Granny flat (residential) including registration

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
CC, PCA, OC and Registration	$1,250.00	$1,136.36	$113.64	$1,250.00

Combined New Granny flat and New Class 1 Dwelling (residential) including registration

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
CC, PCA, OC and Registration	$1,800.00	$1,636.36	$163.64	$1,800.00

Class 10A Outbuildings over $5,000 (residential)

a) If lodged as a combined DA & CC (including registration)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
- DA				DA Scale **Last year fee** DA Scale
- CC under $50,000				Full Application Fee per CC Scale Table **Last year fee** Full Application Fee per CC Scale Table
- CC over $50,001				Full Application Fee per CC Scale Table less $150 discount with minimum fee $450 **Last year fee** Full Application Fee per CC Scale Table less $150 discount with minimum fee $450
- Rego	$40.00	$40.00	$0.00	$40.00

b) If CC is lodged separately (include registration)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
- CC				CC Scale + GST **Last year fee** CC Scale + GST
-Rego	$40.00	$40.00	$0.00	$40.00

Class 2-9 +10A commercial over $5,000

a) If lodged as combined DA & CC (including registration)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
-DA				DA Scale **Last year fee** DA Scale
- CC under $50,000				Full Application Fee per CC Scale Table **Last year fee** Full Application Fee per CC Scale Table
- CC over $50,001				Full Application Fee per CC Scale Table less $150 discount with minimum fee $450 **Last year fee** Full Application Fee per CC Scale Table less $150 discount with minimum fee $450
-Rego	$40.00	$40.00	$0.00	$40.00

b) If CC is lodged separately (include registration)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
– CC				CC Scale * + GST **Last year fee** CC Scale * + GST

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b) If CC is lodged separately (include registration) *[continued]*

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
- Rego	$40.00	$40.00	$0.00	$40.00

Construction Certificate (CC) Scale Table

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Construction up to $50,000	$310.00	$292.55	$29.25	$321.80
Construction between $50,001 – $150,000	$620.10	$585.18	$58.52	$643.70
Construction between $150,001 – $250,000	$930.00	$877.55	$87.75	$965.30
Construction between $250,001 – $350,000	$1,240.00	$1,170.09	$117.01	$1,287.10
Construction between $350,001 – $450,000	$1,550.10	$1,462.73	$146.27	$1,609.00
Construction between $450,001 – $550,000	$2,105.00	$1,986.36	$198.64	$2,185.00
Construction between $550,001 – $700,000	$2,525.00	$2,382.64	$238.26	$2,620.90
Construction between $700,001 – $850,000	$3,096.10	$2,921.64	$292.16	$3,213.80
Construction over $850,001				POA **Last year fee** POA

Compliance Certificates

Residential premises (per inspection) plus registration fee

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
-CC	$202.95	$184.50	$18.45	$202.95

Commercial / industrial premises (per inspection) plus registration fee

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
-CC	$227.60	$206.91	$20.69	$227.60

Long Service Levy State Government

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Long Service Levy				0.25% of Total Cost of work valued at $250,000 or more **Last year fee** 0.25% of Total Cost of work valued at $250,000 or more

Complying Development

Erection / Use / Demolition

Erection of New Dwelling including registration

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
CDC, PCA, OC and Registration	$1,800.00	$1,636.36	$163.64	$1,800.00

Erection of New Granny Flat including registration

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
CDC, PCA, OC and Registration	$1,500.00	$1,363.64	$136.36	$1,500.00

Erection of Combined Dwelling and Granny Flat including registration

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
CDC, PCA, OC and Registration	$2,200.00	$2,000.00	$200.00	$2,200.00

Swimming Pools

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
CDC, PCA, OC and Registration	$1,000.00	$909.09	$90.91	$1,000.00

Outbuildings / Alterations / Additions less than $20,000

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Outbuildings/Alterations/Additions less than $20,000	$430.50	$391.36	$39.14	$430.50
Registration Fee	$40.00	$40.00	$0.00	$40.00

Outbuildings / Alterations / Additions between $20,001 to $60,000

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Outbuildings/Alterations/Additions between $20,001 to $60,000	$670.40	$609.45	$60.95	$670.40
Registration Fee	$40.00	$40.00	$0.00	$40.00

Outbuildings / Alterations / Additions more than $60,000

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Outbuildings/Alterations/Additions more than $60,000	$973.75	$885.23	$88.52	$973.75
Registration Fee	$40.00	$40.00	$0.00	$40.00

Class 2-9 less than $100,000

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Class 2-9 less than $100,000	$730.80	$664.36	$66.44	$730.80
Registration Fee	$40.00	$40.00	$0.00	$40.00

Class 2-9 between $100,001 to $500,000

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Class 2-9 between $100,001 to $500,000	$1,464.20	$1,331.09	$133.11	$1,464.20
Registration Fee	$40.00	$40.00	$0.00	$40.00

Class 2-9 $500,001 and over

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Class 2-9 $500,001 and over	$2,679.40	$2,435.82	$243.58	$2,679.40
Registration Fee	$40.00	$40.00	$0.00	$40.00

Demolition

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Demolition	$367.70	$334.27	$33.43	$367.70
Registration Fee	$40.00	$40.00	$0.00	$40.00

Subdivision

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Fee	$311.00	$282.73	$28.27	$311.00
Registration Fee	$40.00	$40.00	$0.00	$40.00

Modification of Complying Development Certificate

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Modification of Complying Development Certificate (CDC)				50% of Original Fee **Last year fee** 50% of Original Fee

Fee for Review of Modification Application

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Construction Certificate – Commercial / Industrial Major Modification				20% of original fee plus GST **Last year fee** 20% of original fee plus GST
Construction Certificate – Residential Modification	$76.50	$72.18	$7.22	$79.40

All other modifications Section 4.55(2) or Section 4.56(1) EPA Act

Minor modifications to combined DA/ Construction Certificates and complying development (for residential only up to but not including dual occupancy). Changes to windows at ground floor or fenestration details of external façade.

Principal Certifying Authority

Appointment of Council as principal certifier for the erection of a building (including final inspection, occupation certificate and registration)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Registration Fee	$40.00	$40.00	$0.00	$40.00
a) Residential premises (including Occupation Certificate)	$447.90	$407.18	$40.72	$447.90

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Appointment of Council as principal certifier for the erection of a building (including final inspection, occupation certificate and registration) *[continued]*

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
b) Commercial / industrial premises	001 x (estimated cost with a minimum fee of $400 incl. GST) **Last year fee** 001 x (estimated cost with a minimum fee of $400 incl. GST)			
Applications in excess of $2m subject to Manager's quote	POA **Last year fee** POA			

Additional Fee for Transfer of PCA

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Additional Fee for Transfer of PCA	$4,000.00	$3,636.36	$363.64	$4,000.00
Registration of privately issued certificates (per certificate)	$39.00	$39.00	$0.00	$39.00

Demolition Inspection Fee

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Demolition Inspection Fee	$227.30	$235.90	$0.00	$235.90

Other Applications

Building Information Certificates Class 1 and 10

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Class 1 and 10	$250.00	$250.00	$0.00	$250.00
Class 1 and 10 with exclusion of floor area	$0.00	$0.00	$0.00	$0.00
Building certificate re-inspection fee	$150.00	$150.00	$0.00	$150.00
Copy of Building certificate	$13.00	$13.00	$0.00	$13.00
Unauthorised works where the building has been completed without Council approval	Standard fee + additional fee payable for unauthorised works same as the initial DA/CC application fee **Last year fee** Standard fee + additional fee payable for unauthorised works same as the initial DA/CC application fee			

Building Information Certificates Class 2 - Class 9

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Class 2 - Class 9	$250.00	$250.00	$0.00	$250.00
Under 200 sq metres	$250.00	$250.00	$0.00	$250.00
200 sq metres to 2,000 sq metres	$250.00 + $0.50 per sq metre over 200 sq metres **Last year fee** $250.00 + $0.50 per sq metre over 200 sq metres			

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Building Information Certificates Class 2 - Class 9 *[continued]*

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Over 2000 sq metres	$1,165.00 + 7.5c per sq metre over 2000 sq metres **Last year fee** $1,165.00 + 7.5c per sq metre over 2000 sq metres			
Unauthorised works where the building has been completed without Council approval	Standard fee + additional fee payable for unauthorised works same as the initial DA/CC application fee **Last year fee** Standard fee + additional fee payable for unauthorised works same as the initial DA/CC application fee			

Compliance Cost Notice Fee

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Compliance Cost Notice Fee Class 1a & 10	$500.00	$500.00	$0.00	$500.00
Compliance Cost Notice Fee Class 1b, 2 to 9	$750.00	$750.00	$0.00	$750.00

Hoardings

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
"A" Class Hoarding Application Fee	$376.20	$390.50	$0.00	$390.50
"A" Class hoarding per metre per month	$75.20	$78.10	$0.00	$78.10
"B" Class Hoarding Application fee	$694.90	$721.30	$0.00	$721.30
B and C class hoarding per metre per month	$162.00	$168.20	$0.00	$168.20

Activity Applications

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Tower Crane (per month) with work zone	$982.30	$1,019.60	$0.00	$1,019.60
Tower Crane (per month) without work zone	$4,566.70	$4,740.20	$0.00	$4,740.20
Solid Fuel Heating Appliances without prior development consent	$457.70	$475.10	$0.00	$475.10
Install or operate Amusement Devices	$249.60	$249.60	$0.00	$249.60
Installation of Manufactured Home – Moveable Dwelling	$288.50	$299.50	$0.00	$299.50
Operate a Caravan Park	$500 plus $15 per caravan site **Last year fee** $500 plus $15 per caravan site			
Temporary Structure	$254.60	$254.60	$0.00	$254.60
Other Applications under s68 LGA 1993	Fee estimates based on activity **Last year fee** Fee estimates based on activity			
Swimming pool inspection fee	$150.00	$136.36	$13.64	$150.00
Swimming Pool Re-inspection Fee	$100.00	$90.91	$9.09	$100.00
Swimming Pool Exemption	$250.00	$250.00	$0.00	$250.00
Registration of Swimming Pool	$10.00	$9.09	$0.91	$10.00
Tower Crane – Application Fee – swing or hoist goods across/over public road	$355.30	$368.80	$0.00	$368.80

Annual Fire Safety Administration Fee per submission

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Resubmission Fee (Fire Safety Statement)	$52.20	$49.27	$4.93	$54.20
Annual Fire Safety Statement Administration	$300.00	$272.73	$27.27	$300.00
Additional Fee for Inaccurate Annual Fire Safety Statement	$250.00	$227.27	$22.73	$250.00
Inspection Fee	$150.00	$136.36	$13.64	$150.00

Fire Safety Audit Inspections

Class 1 - 9

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
up to 200sq mtrs	$250.00	$235.91	$23.59	$259.50
200 sq mtrs to 2000 sq mtrs	$500.00	$454.55	$45.45	$500.00
In excess of 2000 sq mtrs	$750.00	$681.82	$68.18	$750.00

Cottage Removal Fee

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Cottage removal fee – per property	$653.30	$678.10	$0.00	$678.10
Cottage removal fee – per kilometre	$11.80	$12.30	$0.00	$12.30

Other Government Charges

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Environmental Impact Statement	$29.10	$30.20	$0.00	$30.20
Compliance Reinspection + follow up				Officer's hourly rate **Last year fee** Officer's hourly rate

Other Fees

Archive Fees - Payable at time of Development

a) Residential Properties

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
(a) Residential Properties (Dual Occupancy, Single Dwellings)	$48.70	$150.00	$0.00	$150.00

b) Commercial, Industrial, Medium Density Properties

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
less than $50,000	$48.70	$150.00	$0.00	$150.00
greater than $50,000	$175.90	$250.00	$0.00	$250.00

Miscellaneous

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
CPR Charts	$26.10	$24.64	$2.46	$27.10
Building Specifications	$24.90	$25.90	$0.00	$25.90
Work Cover Inspections	$195.80	$203.20	$0.00	$203.20

Withdrawal of Fees

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Prior to Assessment				90% of Original Fee **Last year fee** 90% of Original Fee
After commencement of Assessment				50% of Original Fee **Last year fee** 50% of Original Fee

Bushfire Attack Level Application

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Application Fee for BAL Certificate	$456.50	$430.82	$43.08	$473.90

Environmental Health

Health inspection & service fees - All re-inspections will be charged at the original inspection rates unless specified.

Administration Charge

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Up to 5 full time equivalent food handlers	$300.00	$311.50	$0.00	$311.50
Between 6 to 50 full time equivalent food handlers	$600.00	$623.00	$0.00	$623.00
51 or more full time equivalent food handlers	$3,500.00	$3,500.00	$0.00	$3,500.00

Inspection Fees

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Food premises Inspection Fee (minimum charge up to half hour) – for premises (including mobile) with up to 5 full time equivalent food handlers	$190.00	$197.50	$0.00	$197.50
Food premises Inspection Fee (minimum charge up to half hour) – for premises with 6 or more full time equivalent food handlers	$195.00	$202.50	$0.00	$202.50
Maximum fee per half hour after initial half hour (per hour) including travel time	$310.00	$321.80	$0.00	$321.80
Improvement Notice (under Section 11 of the Food Regulation 2015)	$330.00	$330.00	$0.00	$330.00
Temporary Food Premises, Stalls & Vendors - Assessment and Registration Fee (per outlet - Event organiser to pay fee)	$120.30	$125.00	$0.00	$125.00
Reinspections premises up to 5 full time equivalent food handlers	$142.00	$147.50	$0.00	$147.50

Regulatory Premises and Activities

Public Health

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Hairdresser/ Beauty Salon Premises	$191.40	$198.70	$0.00	$198.70
Skin penetration premises	$191.40	$198.70	$0.00	$198.70
Notification of carrying out of skin penetration procedure	$105.00	$105.00	$0.00	$105.00
Improvement Notice/Prohibition Order for beauty salon & Skin penetration premises (under Schedule 5 of the Public Health Regulation 2022)	$295.00	$295.00	$0.00	$295.00
Re-inspection of Premises subject to the prohibition order under Schedule 5 of the Public Health Regulation 2022	$255.00	$255.00	$0.00	$255.00
Funeral Industry premises	$208.10	$216.00	$0.00	$216.00
Places of Shared Accommodation (Boarding House, Backpackers, etc)	$208.10	$216.00	$0.00	$216.00
Brothel / Sex on Premises	$712.80	$739.90	$0.00	$739.90
Caravan / Tourist Park	$231.80	$240.60	$0.00	$240.60
Plus Per site (No of caravan / relocatable homes)	$11.80	$12.30	$0.00	$12.30
Other	$208.10	$216.00	$0.00	$216.00

Legionella Control

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Notification of installation of warm water and cooling water system Public Health Reg 2022	$120.00	$120.00	$0.00	$120.00
Notification of reportable test results (per system)	$293.20	$304.40	$0.00	$304.40
Certificate of risk management completion (per system)	$160.00	$166.10	$0.00	$166.10
Certificate of Audit Completion (per system)	$160.00	$166.10	$0.00	$166.10
Cooling water System Inspection fee (First System)	$293.20	$304.40	$0.00	$304.40
-fee per system thereafter (Cooling Towers)	$146.60	$152.20	$0.00	$152.20
Re-inspection fee per system (Due to previous non-compliance inspection)	$293.20	$304.40	$0.00	$304.40
Laboratory Microbial Analysis (Water Sample for Legionnaires – taken due to non-compliance of standard)				Cost plus GST **Last year fee** Cost plus GST
Improvement notice / prohibition order (under the public Health Regulation 2022)	$635.00	$635.00	$0.00	$635.00
Reinspection of premises subject to prohibition order under Schedule 5 of the Public Health Regulation 2022	$255.00	$255.00	$0.00	$255.00

Swimming Pools & Spas

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Inspection fee (First Pool / Spa)	$191.40	$198.70	$0.00	$198.70
Notification of public swimming pool/spa pool – Schedule 5 of Public Health Regulation 2022	$105.00	$105.00	$0.00	$105.00
Fee per pool / spa thereafter	$78.60	$81.60	$0.00	$81.60
Re-inspection fee – per pool / spa (Due to previous non-compliance inspection)	$191.40	$198.70	$0.00	$198.70
Improvement notice/prohibition order under the Public Health Regulation 2022	$290.00	$295.00	$0.00	$295.00

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Swimming Pools & Spas *[continued]*

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Reinspection of premises subject to prohibition order under Schedule 5 of the public Health Regulation 2022	$255.00	$255.00	$0.00	$255.00

On Site Sewage Management Systems (OSMS)

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Annual Approval to Operate Charge (Residential) – Per tank / system	$85.00	$85.00	$0.00	$85.00
Annual Approval to Operate Charge (Commercial) – per tank / system	$210.00	$210.00	$0.00	$210.00
Re-inspection fee per system (Due to previous non-compliance inspection)	$142.00	$147.50	$0.00	$147.50
Domestic Onsite sewage management system installation package (includes assessment, inspections and 1 year approval to operate)	$962.00	$998.60	$0.00	$998.60
Domestic grey water system installation package (includes assessment, inspections and 1 year approval to operate)	$1,311.70	$1,361.50	$0.00	$1,361.50
Commercial On site sewage management system / grey water reuse system installation package (includes assessment, inspections and 1 year approval to operate) for infrastructure cost less than $20,000	$1,311.70	$1,361.50	$0.00	$1,361.50
Commercial On site sewage management system / grey water reuse system installation package (includes assessment, inspections and 1 year approval to operate) for infrastructure cost greater than $20,000	$2,404.80	$2,496.20	$0.00	$2,496.20
Application to alter an onsite Domestic sewage management system / grey water system package (includes assessment, inspections and 1 year approval to operate)	$481.00	$499.30	$0.00	$499.30
Application to alter an onsite sewage management system (Commercial System) / grey water system package (includes assessment and inspections and 1 year approval to operate)	$1,311.70	$1,361.50	$0.00	$1,361.50
Unauthorised OSMS where the installation has been undertaken without Council approval	$962.00	$998.60	$0.00	$998.60

Environmental Enforcement

Pollution Control Enforcement / Investigations

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Clean Up, Prevention and Noise Control Notices (under Section 151 of the Protection of the Environment Operations (General) Regulation 2022)	$803.00	$821.00	$0.00	$821.00
Environmental Investigation / inspection/ associated monitoring and administration work conducted during normal hours 8am to 5pm (minimum half hour)	$213.90	$222.00	$0.00	$222.00
After initial half hour (per half hour)	$71.30	$74.00	$0.00	$74.00
Environmental Investigation / inspection/ associated monitoring and administration work conducted during outside normal working hours & weekends (first hour)	$402.20	$417.50	$0.00	$417.50
After initial hour – per hour	$106.80	$110.90	$0.00	$110.90

Miscellaneous fees & charges

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Inspection enquiry fee of regulatory premises (available to current proprietor only)				As per Fees and Charges **Last year fee** As per Fees and Charges

Impounding of Articles

IMPOUNDING FEES

Release and handling

Abandoned motor vehicles

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Impounding Fee (Towing)				Per external contractor tender and payable to the contractor **Last year fee** Per external contractor tender and payable to the contractor
Storage per Day				Per external contractor tender and payable to the contractor **Last year fee** Per external contractor tender and payable to the contractor

Development Assessment

Development Applications

Subject to CPI under Schedule 4, Part 1 of EP&A Regulation

Subdivisions

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
New road				$865.00 plus $65.00 per lot **Last year fee** $865.00 plus $65.00 per lot
No new road				$430.00 plus $53.00 per lot **Last year fee** $430.00 plus $53.00 per lot
Strata				$430.00 plus $65.00 per lot **Last year fee** $430.00 plus $65.00 per lot
Development involving the erection of a dwelling house with an estimated construction cost of $100,000 or less (incl. Planning Reform fee)	$592.00	$592.00	$0.00	$592.00

All development (includes Planning Reform fee)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
All development up to $5,000	$144.00	$144.00	$0.00	$144.00

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All development (includes Planning Reform fee) [continued]

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
All development with a value of $5,001 – $50,000	$220.00 + $3.00 per $1,000 (or part of $1,000) of the estimated cost **Last year fee** $220.00 + $3.00 per $1,000 (or part of $1,000) of the estimated cost			
All development with a value of $50,001 – $250,000	$459.00 + $3.64 per $1,000 (or part of $1,000) By which the estimated cost exceeds $50,000 **Last year fee** $459.00 + $3.64 per $1,000 (or part of $1,000) By which the estimated cost exceeds $50,000			
All development with a value of $250,001- $ 500,000	$1,510.00 + $2.34 per $1,000 (or part of $1,000) by which the estimated cost exceeds $250,000 **Last year fee** $1,510.00 + $2.34 per $1,000 (or part of $1,000) by which the estimated cost exceeds $250,000			
All development with a value of $500,001 – $1,000,000	$2,272.00 + $1.64 per $1,000 (or part of $1,000) by which the estimated cost exceeds $500,000 **Last year fee** $2,272.00 + $1.64 per $1,000 (or part of $1,000) by which the estimated cost exceeds $500,000			
All development with a value of $1,000,001 – $10,000,000	$3,404.00 + $1.44 per $1,000 (or part of $1,000) by which the estimated cost exceeds $1,000,000 **Last year fee** $3,404.00 + $1.44 per $1,000 (or part of $1,000) by which the estimated cost exceeds $1,000,000			
All development exceeding $10,000,000	$20,667.00 + $1.19 per $1,000 (or part of $1,000) by which the estimated cost exceeds $10,000,000 **Last year fee** $20,667.00 + $1.19 per $1,000 (or part of $1,000) by which the estimated cost exceeds $10,000,000			
Staged DA (Concept Fee)	Fee Range $0 to Standard DA Fees **Last year fee** Fee Range $0 to Standard DA Fees			

Modification

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Minor modifications (s4.55(1) EP&A Act) – Misdescription/calculation of fees etc.	$93.00	$93.00	$0.00	$93.00

Modifications Section 4.55(1A) or Section 4.56(1) EPA Act - Minimal Impact

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
a) 50% of the original fee or $839.00, whichever is less	50% of the original fee or $839.00, whichever is less **Last year fee** 50% of the original fee or $839.00, whichever is less			
Plus advertising costs (up to max $866.00)	Plus advertising costs (up to max $866.00) **Last year fee** Plus advertising costs (up to max $866.00)			

All other modifications Section 4.55(2) or Section 4.56(1) EPA Act - Minor modifications to combined DA/ Construction Certificates and complying development (for residential only up to but not including dual occupancy).

Changes to windows at ground floor or fenestration details of external facade.

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
a) if the original fee is less than $100				50% of the fee **Last year fee** 50% of the fee

b) if original application fee was $100 or more:-

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
i) Except for the erection of a building, carrying out of work or demolition of work or building				50% of the original fee **Last year fee** 50% of the original fee
ii) Erection of a dwelling with estimated cost of $100,000 or less	$247.00	$247.00	$0.00	$247.00
iii) Erection of a dwelling with estimated cost over $100,000				Fee as listed in TABLE 1 **Last year fee** Fee as listed in TABLE 1
iv) For any other development				fee as listed in TABLE 1 **Last year fee** fee as listed in TABLE 1

TABLE 1

Estimated Cost

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Up to $5,000	$71.00	$71.00	$0.00	$71.00
$5,001 to $250,000				$110.00 plus an additional $1.50 for each $1,000 (or part of $1,000) of the estimated cost **Last year fee** $110.00 plus an additional $1.50 for each $1,000 (or part of $1,000) of the estimated cost
$250,001 to $500,000				$651.00 + $0.85 for each $1,000 (or part) of Est Cost above $250,000 **Last year fee** $651.00 + $0.85 for each $1,000 (or part) of Est Cost above $250,000
$500,001 to $1,000,000				$927.00 + $0.50 for each $1,000 (or part) of Est Cost above $500,000 **Last year fee** $927.00 + $0.50 for each $1,000 (or part) of Est Cost above $500,000
$1,000,001 to $10,000,000				$1,285.00 + $0.40 for each $1,000 (or part) of Est Cost above $1,000,000 **Last year fee** $1,285.00 + $0.40 for each $1,000 (or part) of Est Cost above $1,000,000

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Estimated Cost *[continued]*

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
More than $10,000,000				$6,167.00 + $0.27 for each $1,000 (or part) of Est Cost above $10,000,000 **Last year fee** $6,167.00 + $0.27 for each $1,000 (or part) of Est Cost above $10,000,000
Plus advertising costs (up to max $866.00)				Plus advertising costs (up to max $866.00) **Last year fee** Plus advertising costs (up to max $866.00)

Submission of Amended Plans - Prior to determination of DA

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Estimated value of works $100,000 – $1m	$154.00	$154.00	$0.00	$154.00
Estimated values of works > $1m to $5m	$257.00	$257.00	$0.00	$257.00
Estimated values of works > $5m to $10m	$513.00	$513.00	$0.00	$513.00
Estimated values of works > $10m	$1,025.00	$1,025.00	$0.00	$1,025.00

Fee for Review of Modification Application

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
Fee for an application under Section 8.3 & 8.9 for a review of decision				50% of the original fee **Last year fee** 50% of the original fee

Fee for review of a determination of DA

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Year 25/26 Fee (incl. GST)
(i) Except for the erection of a building, carrying out of work or demolition of work or building				50% of the original fee **Last year fee** 50% of the original fee
(ii) Erection of a dwelling with estimated cost of $100,000 or less	$247.00	$247.00	$0.00	$247.00
iii) Erection of a dwelling with estimated cost over $100,000				Fee as listed in TABLE 2 **Last year fee** Fee as listed in TABLE 2
(iv) For any other development				Fee as listed in TABLE 2 **Last year fee** Fee as listed in TABLE 2
Plus advertising costs (up to max $807.00)				Plus advertising costs (up to max $807.00) **Last year fee** Plus advertising costs (up to max $807.00)

TABLE 2

Application for review under the Act, section 8.3 that relates to a development application, not referred to in item 7.1 and 7.2 for development with an estimated cost of —

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TABLE 2 *[continued]*

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Up to $5,000	$71.00	$71.00	$0.00	$71.00
$5,001 – $250,000	$111.00 + $1.50 per $1,000 (or part of $1,000) by which the estimated cost exceeds $5,000 **Last year fee** $111.00 + $1.50 per $1,000 (or part of $1,000) by which the estimated cost exceeds $5,000			
$250,001 – $500,000	$651.00 + $0.85 per $1,000 (or part of $1,000) by which the estimated cost exceeds $250,000 **Last year fee** $651.00 + $0.85 per $1,000 (or part of $1,000) by which the estimated cost exceeds $250,000			
$500,001 – $1,000,000	$927.00 + $0.50 per $1,000 (or part of $1,000) by which the estimated cost exceeds $500,000 **Last year fee** $927.00 + $0.50 per $1,000 (or part of $1,000) by which the estimated cost exceeds $500,000			
$1,000,001 – $10,000,000	$1,285.00 + $0.40 per $1,000 (or part of $1,000) by which the estimated cost exceeds $1,000,000 **Last year fee** $1,285.00 + $0.40 per $1,000 (or part of $1,000) by which the estimated cost exceeds $1,000,000			
More than $10,000,000	$6,167.00 + $0.27 per $1,000 (or part of $1,000) by which the estimated cost exceeds $10,000,000 **Last year fee** $6,167.00 + $0.27 per $1,000 (or part of $1,000) by which the estimated cost exceeds $10,000,000			

Fee for Review of Decision to Reject a Development Application

Fee for an application under Section 8.2 for a review of a decision

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
(a) If estimated cost of development is less than $100,000	$71.00	$71.00	$0.00	$71.00
(b) If estimated cost of development is $100,000 or more but less than or equal to $1,000,000	$195.00	$195.00	$0.00	$195.00
(c) If estimated cost of development is more than $1,000,000	$325.10	$325.10	$0.00	$325.10
Designated Development	$1,198.00 plus standard DA fee schedule and advertising fee of $2,890.00 **Last year fee** $1,198.00 plus standard DA fee schedule and advertising fee of $2,890.00			
Development not involving the erection of a building, the carrying out of work, or the subdivision of land (change of use)	$371.00	$371.00	$0.00	$371.00
Development for the purpose of an advertising sign or structure	$371.00 plus $93.00 for every additional sign or structure Or The fee calculated in accordance with the fee for DA costings, whichever is the greater **Last year fee** $371.00 plus $93.00 for every additional sign or structure Or The fee calculated in accordance with the fee for DA costings, whichever is the greater			

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Fee for Review of Decision to Reject a Development Application [continued]

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Planning Reform Fee – State Government	0.064 cents for every dollar of the estimated cost for developments, which are valued at over $50,000 **Last year fee** 0.064 cents for every dollar of the estimated cost for developments, which are valued at over $50,000			
Integrated Development Council Processing Fee	$183.00	$183.00	$0.00	$183.00
Concurrence Council Processing Fee	$183.00	$183.00	$0.00	$183.00
Liverpool Design Excellence Panel (Section 4.55 Applications)	$3,905.00	$3,905.00	$0.00	$3,905.00

Advertising Fee

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Non designated developments	$1,438.00	$1,438.00	$0.00	$1,438.00
Designated developments	$2,890.00	$2,890.00	$0.00	$2,890.00
Notification per application	$171.80	$178.30	$0.00	$178.30

Demolition of a building

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
a) As per DA fees	a) As per DA fees **Last year fee** a) As per DA fees			
b) Except for Class 1 & 10 building when combined with a proposed development	$100.00 plus any other relevant DA Fees **Last year fee** $100.00 plus any other relevant DA Fees			
Extension of time application	$349.00	$349.00	$0.00	$349.00

Pre DA Application Meeting

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Pre-D.A lodgement / application / set up Advice Fee – per hour (minimum 1 hour)	$243.90	$230.18	$23.02	$253.20
Pre DA Application Meeting	$925.70	$873.55	$87.35	$960.90
Pre DA Application Meeting in excess of the initial meeting	$925.70	$873.55	$87.35	$960.90
Pre DA Application Meeting for any development over $1.5m Capital Investments Value	$2,717.00	$2,563.91	$256.39	$2,820.30
Pre DA Application Meeting for Design Excellence Panel	$3,904.90	$3,549.91	$354.99	$3,904.90

Design Excellence Panel

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Design Excellence Panel – Referral for all applications	$3,905.00	$3,905.00	$0.00	$3,905.00

Category 2 Miscellaneous

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Written enquiry fee – base charge	$243.90	$253.20	$0.00	$253.20
If enquiry involves more than 1 hour	an additional fee of $100.00 per hour will be charged **Last year fee** an additional fee of $100.00 per hour will be charged			
Consultancy fee (per hour)	$182.90	$189.90	$0.00	$189.90
Consultancy fee for significant development applications involving complex technical issues or where peer review of technical reports is required	Full Cost Recovery **Last year fee** Full Cost Recovery			

3D Imaging Fees

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Less than $1m development value	$2,732.60	$2,836.40	$0.00	$2,836.40
Greater than $1m and less than $3m development value	$4,099.40	$4,255.20	$0.00	$4,255.20
Greater than $3m development value	$8,197.60	$8,509.10	$0.00	$8,509.10
New modelling fee if a design is amended and a new 3D image is submitted for modelling	a) If the changes are minor, an hourly rate can be charged (full cost recovery) b) If the changes are substantial, a new modelling fee may apply. **Last year fee** a) If the changes are minor, an hourly rate can be charged (full cost recovery) b) If the changes are substantial, a new modelling fee may apply.			

Development Engineering

Land Development

Application to Bond Engineering Works (Non-refundable)

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Where required by council policy, eg. Final AC and maintenance	Final AC, maintenance, etc. **Last year fee** Final AC, maintenance, etc.			
Where requested by applicant	$560.00	$580.00	$0.00	$580.00

Concrete Footpath Construction

Construction Certificate / Engineering Plan Approval

Amendments to Approved Engineering Plans

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Amendments to approved engineering plans	The greater of 30% of original fee or $300.00 plus GST **Last year fee** The greater of 30% of original fee or $300.00 plus GST			

Industrial / Residential - per linear metre of road and/or trunk drainage

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Base Fee	$750.00	$700.00	$70.00	$770.00
per Lin metre of road/trunk drainage	$21.00	$20.00	$2.00	$22.00

Intrallotment Drainage Plan only

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Base Fee	$630.00	$581.82	$58.18	$640.00
per Lin metre of drainage	$11.00	$10.91	$1.09	$12.00

Engineering Compliance Certificates

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Individual compliance certificates	$174.90	$165.09	$16.51	$181.60
Contamination compliance certificate	$255.40	$241.00	$24.10	$265.10
General compliance certificate	$593.40	$559.91	$55.99	$615.90

Engineering Information / Design

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Engineering consultation (per hour or part thereof)	$237.00	$223.64	$22.36	$246.00
Plan copying (per sheet)	$14.40	$15.00	$0.00	$15.00

Permits

Section 68 Local Government Act Approvals

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Base Fee	$750.00	$770.00	$0.00	$770.00
per Lin metre of service to be provided	$21.00	$22.00	$0.00	$22.00

Section 138 Roads Act Approvals

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Base Fee	$750.00	$770.00	$0.00	$770.00
per Lin metre of service to be provided	$21.00	$22.00	$0.00	$22.00

Subdivision Certificates (Linen Plan Release)

88b Checking Fee

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
88b and 88e checking fee	$365.00	$370.00	$0.00	$370.00

Re-certification of Plan

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Re-certification of plan	$676.00	$680.00	$0.00	$680.00

Strata Title

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Base Fee	$560.00	$580.00	$0.00	$580.00
Per lot	$120.00	$125.00	$0.00	$125.00

Torrens Title

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Base Fee	$560.00	$580.00	$0.00	$580.00
Per lot	$120.00	$125.00	$0.00	$125.00

Subdivision Guidelines

Supervision of Civil Engineering works

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
General Certificate	$131.50	$136.50	$0.00	$136.50

Drainage Construction Only

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Base Fee - Drainage construction only	$220.00	$225.00	$0.00	$225.00
Drainage construction only (per metre of drainage)	$25.00	$26.00	$0.00	$26.00

Footpath Construction Only

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Base Fee - Footpath Construction	$220.00	$225.00	$0.00	$225.00
Footpath Construction (per linear metre of footpath)	$25.00	$26.00	$0.00	$26.00

Road Construction and Drainage

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	GST	Fee (incl. GST)
Base Fee - Road construction and drainage	$540.00	$560.00	$0.00	$560.00
Road construction and drainage (per metre of roadway)	$50.00	$50.00	$0.00	$50.00

Refundable bonds

Concrete Footpath Construction

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
- 1.2m wide (per linear metre of pathway)	$280.00	$300.00	$0.00	$300.00
- 1.5m wide (per linear metre of pathway)	$330.00	$340.00	$0.00	$340.00
- 2.5m wide Cycleway (per linear metre of pathway	$740.00	$750.00	$0.00	$750.00

Final Seal AC

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
- 25mm AC	$45.00	$45.00	$0.00	$45.00
- 40mm AC	$50.00	$50.00	$0.00	$50.00
- 50mm AC	$60.00	$60.00	$0.00	$60.00

Maintenance Bond

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Maintenance Bond per linear metre of roadway	$150.00	$200.00	$0.00	$200.00

Release of Bonds for Engineering Works

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Part release per application	$550.10	$570.00	$0.00	$570.00

Other Applications / Certificates

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Copy of 88G certificate	$55.00	$60.00	$0.00	$60.00

Transport Management

Road Closure, Road Occupancy Permit, Directional and Regulatory Signage

Directional Signage

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Installation of directional signs for community facilities – signs supplied by Council	$454.50	$428.91	$42.89	$471.80
Installation of sign on existing posts	$277.20	$261.55	$26.15	$287.70

Road Closure Application

Permits must be authorised by Council's Manager of Transport Management and the local Police prior to approval.

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Application Cost for Permanent road closure	$1,506.50	$1,563.80	$0.00	$1,563.80

continued on next page ...

Road Closure Application *[continued]*

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Application Cost for Temporary full road closure with TMP assessment	$1,309.20	$1,359.00	$0.00	$1,359.00
Advertising for the closure of the road	$684.00	$710.00	$0.00	$710.00
Land and Property Management Authority for permanent road closure. Applicants should note these fees do not include legal or survey costs.	$2,335.70	$2,424.50	$0.00	$2,424.50

Road Occupancy Application

Permits must be authorised by Council's Manager of Transport Management and the local Police prior to approval.

Road Occupancy Charge – Full Road Closure

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Road Occupancy Application Fee	$235.10	$244.00	$0.00	$244.00
Urgent Road Occupancy Application Fee	$0.00	$470.20	$0.00	$470.20
Temporary Full Road Closure (per road per 100 m per day) – Liverpool City Centre (refer to CBD map)	$2,282.30	$2,369.00	$0.00	$2,369.00
Temporary Full Road Closure (per road per week) – outside Liverpool City centre for all reconstruction works up to 8 weeks (refer to CBD map)	$456.50	$473.90	$0.00	$473.90
Temporary Full Road Closure (per road per week) – outside Liverpool City centre for all reconstruction works beyond 8 weeks (refer to CBD map)	$334.40	$347.10	$0.00	$347.10
Revisions or changes to approved Road Occupation Permits	$114.10	$118.40	$0.00	$118.40

Road Occupancy Charge – Partial Road Closure

Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Road Occupancy Application Fee	$235.10	$244.00	$0.00	$244.00
Urgent Road Occupancy Application Fee	$0.00	$470.20	$0.00	$470.20
Road and Footpath Occupancy Fee (Per lane per 100 m per day for less than 4 weeks) – Liverpool City Centre (refer to CBD map)	$402.30	$417.60	$0.00	$417.60
Road and Footpath Occupancy fee (Per lane per 100 m per week) – Outside Liverpool City Centre (refer to CBD map)	$229.90	$238.60	$0.00	$238.60
Footpath Occupancy Permit Fee – Liverpool City Centre (per 100 metres per day) (refer to CBD map)	$303.10	$314.60	$0.00	$314.60
Fee includes notification to surrounding residents of footpath occupancy				
Damage Inspection for road occupancy only and not chargeable with other fee paid in this Fees and Charges	$182.90	$189.90	$0.00	$189.90
Revisions or changes to approved Road Occupation Permits	$115.00	$119.40	$0.00	$119.40

Works Zone Application in Liverpool City Centre

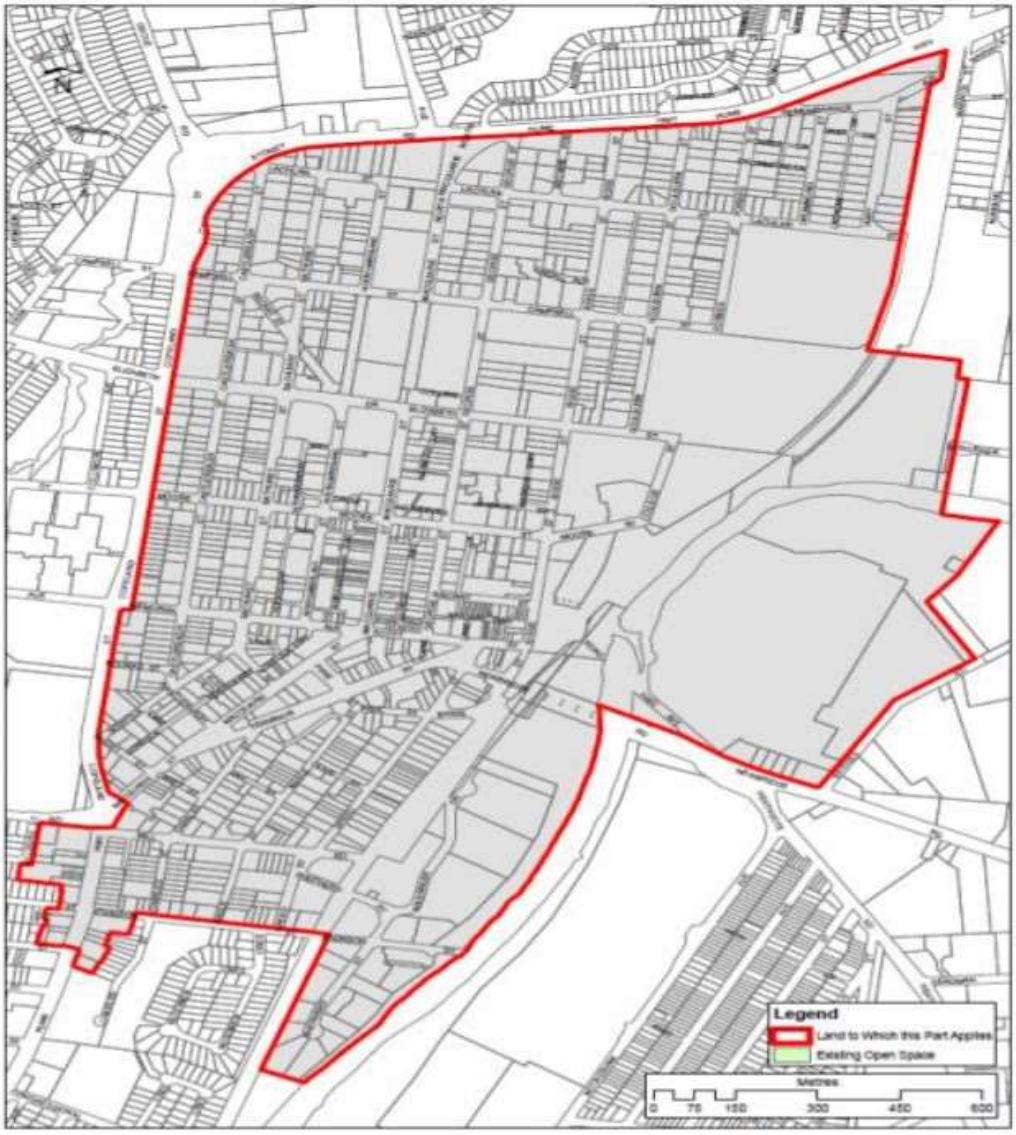
Name	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (excl. GST)	Year 25/26 GST	Year 25/26 Fee (incl. GST)
Application fee for Works Zone	$794.20	$824.40	$0.00	$824.40
Works Zone rental /m/week (unmetered locations only)	$12.50	$13.00	$0.00	$13.00
Works Zone rental /m/week (metered locations)	$16.90	$17.50	$0.00	$17.50

Works Zone Application Outside Liverpool City Centre

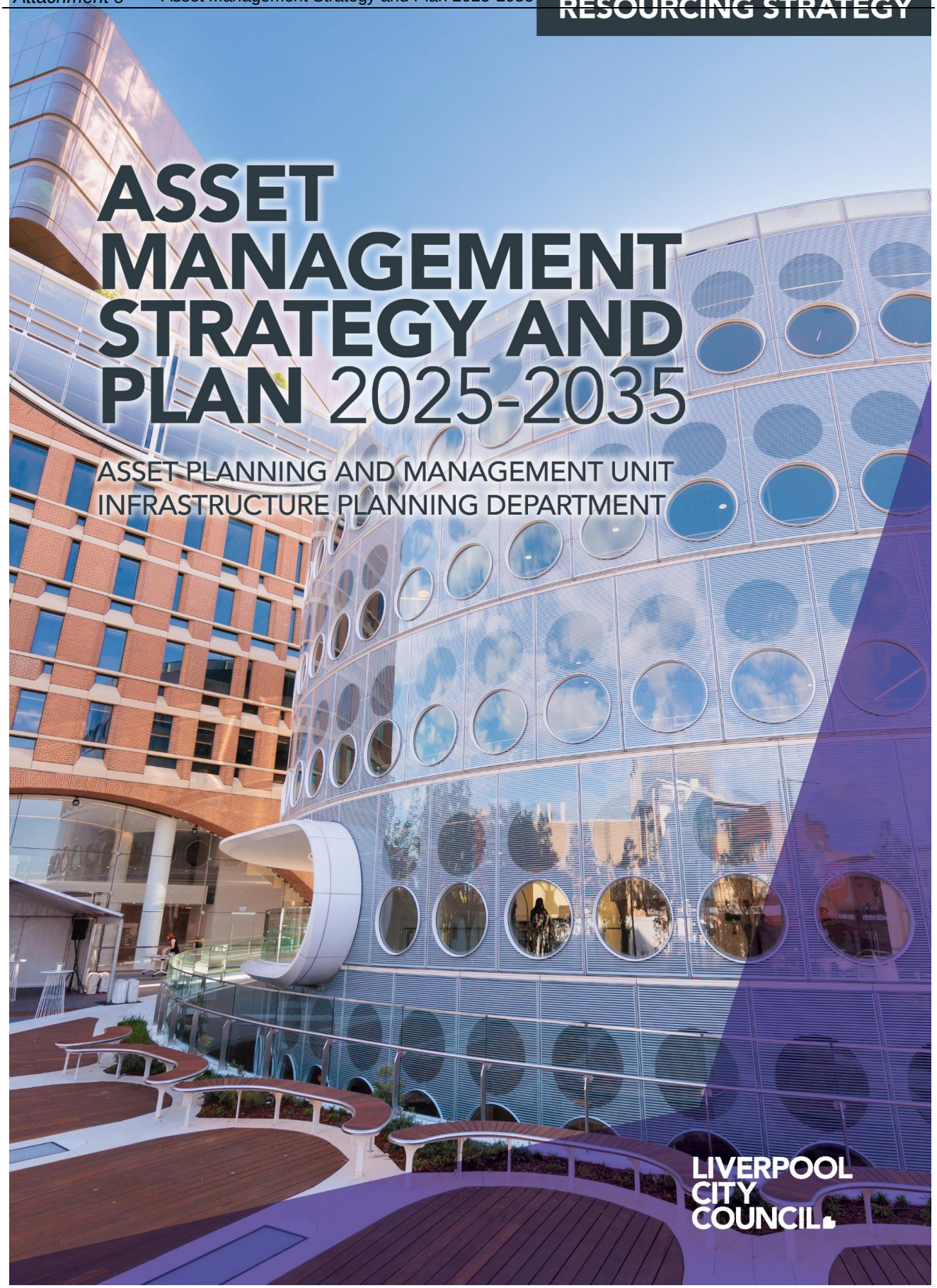
Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Works Zone Application Fee	$543.40	$564.10	$0.00	$564.10
Works Zone Rental (per meter per week)	$6.50	$6.80	$0.00	$6.80
Installation of mobile crane, concrete pump and other construction plant in the existing Works Zone (per occurrence)	$163.00	$169.20	$0.00	$169.20

Miscellaneous

Name	Year 24/25	Year 25/26		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Staff time for clarification of traffic and parking related issues	$115.00	$119.40	$0.00	$119.40
Assessment of Construction Traffic Management Plan	$271.70	$364.10	$0.00	$364.10
Re-assessment of Construction Traffic Management Plan	$0.00	$224.00	$0.00	$224.00
Installation of Traffic Regulatory Signs / Children's crossing flags (set of 2)	$182.90	$189.90	$0.00	$189.90
Driveway Line marking (one pair)	$250.80	$260.30	$0.00	$260.30
Providing powdered coated street light poles	$94.20	$88.91	$8.89	$97.80
Public Street Lighting Design Review	$125.40	$130.20	$0.00	$130.20
Placement of Skip Bin on footpath within the Liverpool City Centre up to 3 days	$217.40	$225.70	$0.00	$225.70
Placement of Skip Bin on footpath within the Liverpool City Centre more than 3 days (per meter)	$298.90	$310.30	$0.00	$310.30
Placement of Skip Bin on public road outside the Liverpool City Centre up to 3 days	$298.90	$310.30	$0.00	$310.30
Placement of Skip Bin on public road / footpath outside the Liverpool City Centre more than 3 days (per week)	$418.00	$433.90	$0.00	$433.90
Application fee for Review and Approval of Signs & Line Marking, and Traffic Certificates - Major Scheme	$815.10	$846.10	$0.00	$846.10
Application fee for Review and Approval of Signs and Line Marking - Minor Scheme	$407.60	$423.10	$0.00	$423.10
Second Review Fee, Signs and Line Marking Plans	$0.00	$160.00	$0.00	$160.00
Third Review Fee, Signs and Line Marking Plans	$0.00	$100.00	$0.00	$100.00
Assessment fee for review of Sydney Water Notice of Entry Notifications	$271.70	$282.00	$0.00	$282.00
Application Fee – Traffic Assessment for Outdoor Dining (Non-refundable fee payable for all applications)	$219.50	$227.80	$0.00	$227.80
Street lighting improvement in established areas	$2,978.25	$3,091.40	$0.00	$3,091.40


Legend
Land to Which this Part Applies
Existing Open Space
Metres
0 75 150 300 450 600

RESOURCING STRATEGY



ASSET MANAGEMENT STRATEGY AND PLAN 2025-2035

ASSET PLANNING AND MANAGEMENT UNIT
INFRASTRUCTURE PLANNING DEPARTMENT

LIVERPOOL CITY COUNCIL

RESOURCING STRATEGY

ASSET MANAGEMENT STRATEGY AND PLAN 2025-2035

LIVERPOOL CITY COUNCIL

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1 EXECUTIVE SUMMARY

What is asset management?

Asset management is a comprehensive and structured approach to the long-term management of assets, focusing on their use as tools for the efficient and effective delivery[1] of community benefits. The emphasis is on viewing assets as a means to an end, rather than an end in themselves. This asset management plan for the Council's infrastructure assets has been prepared to guide the Council's ongoing investment in capital and maintenance works, ensuring service delivery is supported in the most effective manner.

This plan outlines long-term asset requirements and provides corresponding financial forecasts through a ten-year (2025/26 – 2034/35) rolling priority program of works. These programs aim to maintain and renew the Council's infrastructure assets, ensuring they continue to provide acceptable levels of service to the community over the long term in a cost-effective manner.

Why asset management?

Council provides many services aimed at delivering social, environmental, and economic outcomes for the Liverpool community. For the majority of these services, Council relies on its extensive portfolio of infrastructure assets, currently valued at approx. **$3.7 billion**. These assets include public roads and other transport-related facilities, floodplain and drainage networks, parks, reserves, recreation facilities, and property and buildings.

Council aims to manage all its assets to ensure necessary service standards are achieved and maintained efficiently and cost-effectively over time. Asset management plans are the vehicle through which Council can provide an acceptable long-term infrastructure management framework.

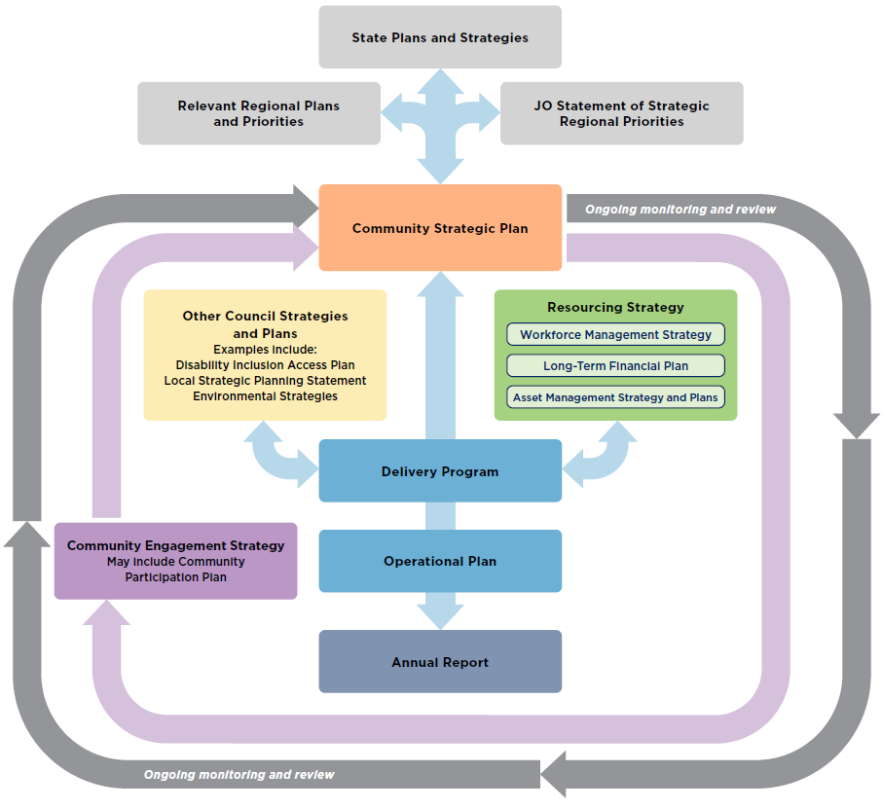
Catalysts for improved asset management

Infrastructure represents a major investment by Council and its importance to the delivery of service is a sufficient driver for more formalised asset management practices. However, various state and national public inquiries including the 2006 independent inquiry into the financial sustainability of Local Governments and the report cards show a concerning picture of infrastructure standards and Councils ongoing ability to fund the required renewals.

The State Government enacted legislation in October 2009 to amend the Local Government Act (1993). The Integrated Planning and Reporting (IP&R) framework was introduced in 2009 and has transformed the way Councils in NSW develop, document and report on plans for the future of their communities. Again in 2016, the Local Government Act 1993 (the Act) was further amended with a new set of operating principles to address the way local government leads, plans for, and makes decisions about services and resources. The amendments introduced a new integrated planning and reporting (IP&R) framework for NSW local governments requiring:

- preparation of a long-term Community Strategic Plan (CSP); and
- preparation of a resourcing strategy to achieve the objectives established by the community strategic plan including a long-term financial plan, workforce management plan and asset management plans for all assets under the control of Council.

The legislation also requires Councils to prepare an overarching Council endorsed Asset Management Policy and Resourcing Strategy. The Resourcing Strategy is situated within the framework to emphasise the important role that resource planning plays in delivering a council's strategic objectives. While there is a direct link from the Community Strategic Plan to the Delivery Program and Operational Plan, this must be informed and supported by the long-term financial, asset management and workforce management planning undertaken by council as part of the development of Resourcing Strategy. This Asset Management Strategy and Plan has been guided by the principles and outcomes identified in Council's Asset Management Policy. The IP&R process diagram has been updated to reflect the 2016 amendment to the Local Government Act 1993 (the Act).



Objectives of this asset management Strategy and Plan

This Infrastructure Asset Management Strategy and Plan aims to ensure responsive management of the Council's assets and the services they provide, compliance with regulatory requirements, and clear communication of the funding needed to maintain the required levels of service. This Plan is designed to promote prudent and responsible management of the Council's infrastructure assets.

Benefits of improved asset management

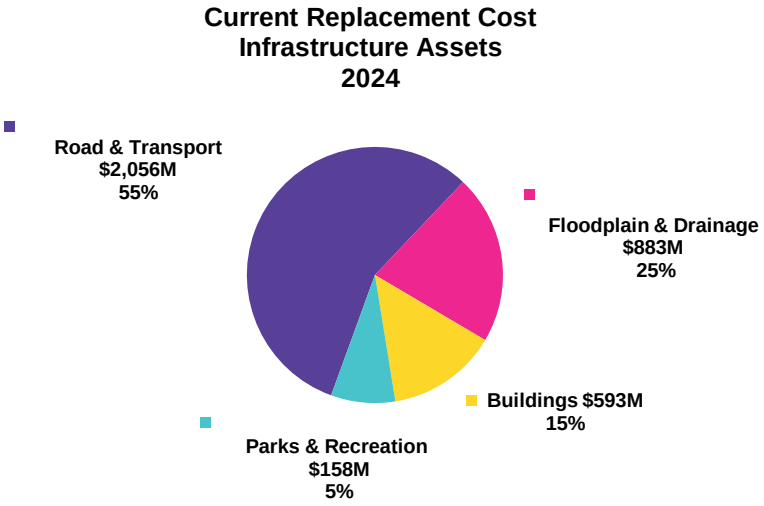
The benefits of formalised asset management practices the following:

- better allocation of limited council resources;
- improved alignment of assets with services and community expectations;

- improved understanding of service level options, costs and risks resulting in improved risk management and more sustainable decisions;
- reduced demand for new council assets through better integration of service planning and asset planning;
- more effective use and maintenance of council assets;
- improved processes and accountability for capital and recurrent works;
- use of non-asset solutions to meet service demand; and
- improved governance and accountability through improved decision making based on better understanding of the benefits and costs of alternatives therefore actions and decisions are optimal and focused on real needs.

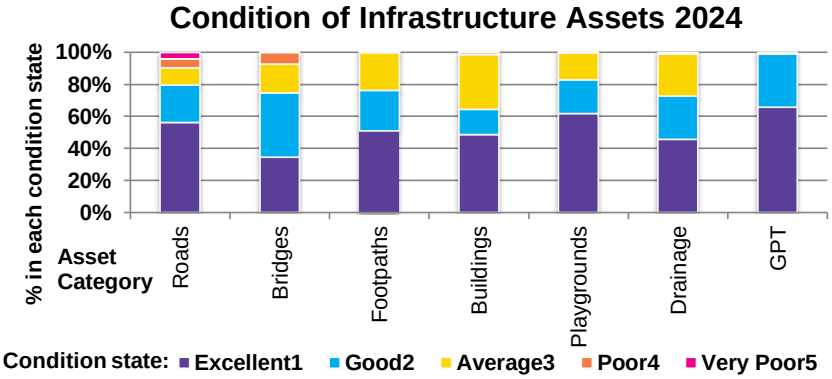
Council's asset portfolio

Council is responsible for the control and care of a vast portfolio of infrastructure assets and the scope and value of assets covered by this Asset Management Strategy and Plan is shown below.



Over the years, the Council has developed a comprehensive database of all its assets, enabling efficient and highly accurate planning and valuation.

Ongoing asset surveys have provided valuable data to objectively assess current condition and performance. This has allowed the Council to proactively develop responsive and cost-effective maintenance and renewal strategies and programs. Below is a summary of the condition and performance information for some of the Council's key assets.



Detailed information on each of the above asset categories, including asset condition, current and target performance, required maintenance and renewal activities, and corresponding funding requirements, is provided in the later sections of this Strategy and Plan.

Levels of Service

The premise of asset management is that asset requirements and strategies must be driven by defined and acceptable service levels and performance standards. "Level of service" is a term used to describe the quality of services provided by an asset. For example, for roads, it is usually defined in terms of travel convenience and safety performance. Below are examples of service level characteristics for infrastructure assets that have guided the development of maintenance and renewal targets.

Asset category	Levels of service characteristics
Roads - sealed roads	▪ ride quality ▪ user requirements for width & accessibility ▪ safety - clear signage & line marking (at least not confusing) ▪ travel time
Drainage - stormwater drainage system	▪ drainage capacity and efficiency ▪ structural integrity of drainage structures ▪ level of flood protection provided to properties and roads ▪ pedestrian and traffic safety
Buildings - community facilities	▪ compliance with building & fire regulations ▪ user requirements and availability ▪ clean & healthy facilities ▪ accessibility of facilities
Parks - children's play equipment	▪ condition and appearance ▪ compliance with Standards ▪ availability of playground equipment

The existing levels of service provided by Council's assets have been determined predominantly through condition surveys as well through a rigorous in-house consultation process which involved examination of historical patterns of complaints, defects, responsiveness and quality of repairs.

A similar process was used to develop desired levels of service and performance measurement processes. The gap identified between existing and desired service levels guided the development of

asset management strategies and programs to deliver the required level of service over the term of this Strategy and Plan.

Demand for new assets

Demand projections for new infrastructure, as well as the need for major improvements to existing infrastructure, have been identified in this Plan. Providing this infrastructure is necessary to support the significant residential and industrial growth predicted for the Liverpool area, particularly the south-west growth centre.

The following table provides estimates of the type and quantity of new infrastructure required over the next ten years, based on predicted population growth and the demand for new assets in established areas of Liverpool Local Government Area (LGA).

Additional infrastructure	Quantity	Replacement Value ('000)
Road Assets	180 km	$429,384
Footpaths & Cycleways	200 km	$52,132
Kerb & gutter	360 km	$50,400
Bridges and Culverts	12 No.	$42,285
Streetlights	3,725 No.	Non-Council Asset
Bus Shelters	50 No.	$900
Stormwater drainage	170 km	$86,499
Flood retarding basins	30 No.	$224,576
Gross pollutant traps	50 No.	$10,296
Admin Building	1 No.	$189,929
Community buildings	2 no.	$33,974
Sports amenity buildings	2 no.	$2,000
Sports fields	10 No.	$32,847
Parks and reserves	20 no.	$87,532
Playgrounds	20 no.	$8,400
TOTAL		**$1,251,155**

While approx. 30% of the initial cost for providing this additional infrastructure will be primarily borne by developers. However, the ongoing operation and maintenance liability will transfer to the Council upon handover and acceptance of these new assets.

Additionally, Liverpool is anticipating significant residential and industrial growth, particularly as it becomes the centre of Sydney's south-west growth area. Private development, along with NSW and Federal government-funded assets, are expected to account for approximately $35 million per year. This represents a significant volume of ongoing asset acceptance from the Council's perspective in regard to new infrastructure assets being created within the Liverpool LGA and its future financial liabilities.

Additional infrastructure	Average Design Life (year)	Replacement Value ('000)
Road and Transport Assets		
Roads	100	$14,760
Footpaths & Cycleways	50	$2,560
Kerb & Gutter	100	$5,040
Bridges	100	$462
Bus shelters	30	$90
TOTAL		$22,912
Drainage and Floodplain Assets		
Piped Drainage	100	$8,348
Gross Pollutant Traps (GPTs)	100	$156
Flood Retarding Basins	100	$750
TOTAL		$9,254
Buildings Assets		
Community Centres	60	$1,500
Libraries	60	$0
Sports Amenity Buildings	60	$200
TOTAL		$1,700
Parks and Recreation Assets		
Sports Fields	100	$296
Passive Reserves	100	$327
Playgrounds	15	$450
Foreshore Parkland	100	$68
TOTAL		$1,142
		$35,007

These future costs, including increases in depreciation charges, are identified and considered when developing forecasts for future operating and maintenance expenditure.

Risk management

The current Australian standard for risk management is AS/NZS ISO 31000:2018, Risk Management – Principles and Guidelines. In December 2014, the Council adopted an Enterprise Risk Management Policy, which forms the foundation of its risk management approach and delineates the risk management responsibilities in accordance with the current Australian Standard for Risk Management.

The Council has implemented various management practices and procedures to identify and manage risks associated with providing services from infrastructure assets. Priority programs for infrastructure renewal and upgrade are determined through engineering analysis, economic justification, and risk assessments. This risk-based approach in developing works programs identifies specific risks related to the ownership and operation of infrastructure assets and devises strategies to mitigate these risks. Aligned with the Council's risk management approach outlined in its Enterprise Risk Management Policy and Strategy, comprehensive risk management documentation based on the Australian Standard for Risk Management, AS/NZS ISO 31000:2009, will be developed as part of future reviews of the Council's Asset Management Documentation.

Life cycle management and expenditure forecasts

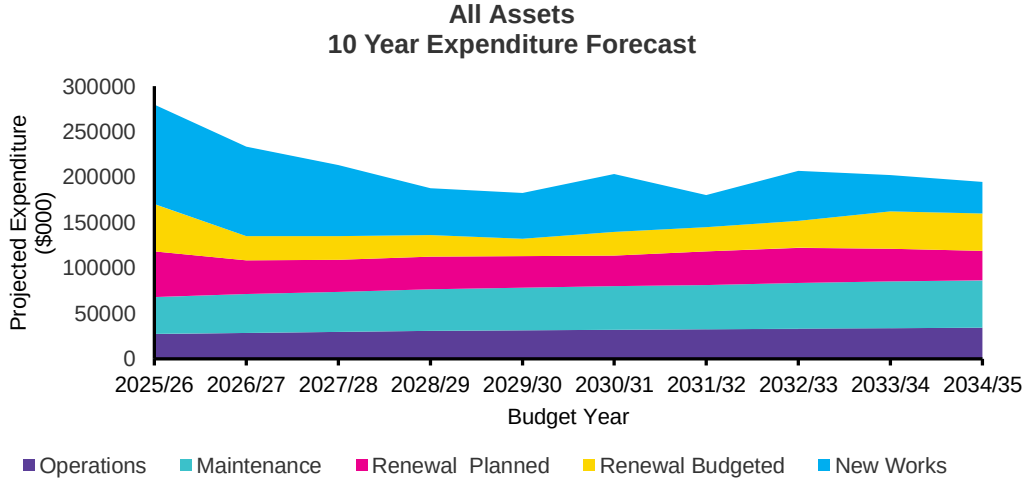
The long-term priority program outlined in this Strategy and Plan reflects the Council's adopted approach to manage its assets at the desired levels of service while optimizing life cycle costs. Life cycle management involves considering all management options over the life of an asset, from creation to disposal. s

This Strategy and Plan details the key work activities necessary to manage and operate the Council's assets, including operational and maintenance activities, restoration and renewal activities, enhancement and development activities, and finally, decommissioning and disposal activities.

Below is a summary of the ten-year expenditure forecast for the Council's infrastructure assets.

Budget Year	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	1	2	3	4	5	6	7	8	9	10
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Asset Activities	**$228,008**	**$206,681**	**$187,312**	**$163,530**	**$163,811**	**$177,062**	**$153,666**	**$176,997**	**$160,591**	**$153,147**
Operations	$27,444	$28,701	$29,688	$30,652	$31,368	$32,004	$32,467	$33,289	$33,844	$34,277
Maintenance	$40,516	$42,507	$44,114	$45,885	$47,089	$48,104	$48,807	$50,283	$51,216	$51,902
Renewal Planned	$50,541	$37,151	$35,403	$35,625	$34,742	$33,495	$37,020	$38,454	$35,886	$32,357
Renewal Budgeted	$51,659	$26,933	$26,066	$24,186	$18,906	$26,096	$26,403	$29,719	$41,310	$41,388
New Works	$109,507	$98,322	$78,107	$51,367	$50,612	$63,459	$35,372	$54,971	$39,646	$34,610

While the funding allocated to the adopted rolling program of works will be determined annually during the formulation and adoption of the budget, Council aims to maintain the projected annual expenditure levels. The size of the Council's annual budget allocation for its capital works, and how these budgets are apportioned to various programs, will have significant implications for the Council's future financial liability.



Infrastructure sustainability and service management

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Summary of Ratios	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Infrastructure Backlog Ratio	1.73%	1.76%	1.67%	1.67%	1.81%	1.79%	1.79%	1.71%	1.64%	1.58%
Building and Asset Renewal Ratio	124.00%	61.50%	57.13%	51.33%	38.99%	52.40%	51.93%	56.17%	76.04%	74.65%
Asset Maintenance Ratio	76.20%	83.23%	81.62%	81.11%	80.70%	79.13%	77.31%	78.81%	78.77%	79.24%

Infrastructure Backlog Ratio - This ratio shows that asset renewal backlog as a proportion of the total value of Council's Infrastructure. The higher this ratio, the higher a Council's relative backlog as a proportion of its total infrastructure portfolio. The benchmark for this ratio is for the backlog to be less than 2% of the value of Council's infrastructure assets. Council's current backlog ratio is 2.4% as of 2023/24 financial year. Council forecasted to progressively reduce its infrastructure backlog from 2.4% (2023/24) to less than 1.58% by 2034/35 with increased renewal funding, targeted renewal program based on modern asset management principles and effective asset maintenance strategy, Council aims to gradually reduce this backlog ratio to less than 2% of fair value over the next few years.

Building and Infrastructure Renewal Ratio - The purpose of this ratio is to assess the rate at which these assets are being renewed relative to the rate at which they are depreciating. The recommended benchmark for this ratio is 1.0. The ratio below 100% is not considered to be an issue due to assets being maintained in accordance with established asset management plans. Moreover, Liverpool as a rapidly growing LGA is receiving new infrastructure assets with quite long service life and does not require renewal in the medium term. Council`s renewal ratio is 29% which is significantly below the benchmark level due to reduction in renewal budgets over the years. It is expected that Council`s renewal ratio range between 39% to 74% over the span of this plan under current 10-year Capital works program budget allocation.

Asset Maintenance Ratio - This ratio compares the actual versus required annual asset maintenance expenditure. A ratio above 1.0 indicates Council is investing enough funds to reduce the infrastructure backlog growing through insufficient maintenance. The benchmark for this ratio is greater than or equal to 1.0. Council has a history of substantial investment in asset maintenance with overall maintenance expenses generally in line with desired levels of service. Council has estimated required maintenance cost based on ongoing maintenance activities over the life of an asset to minimise whole of life costs.

Council forecasted that the current level of maintenance funding will need to be maintained. Although, there are no reduction in existing maintenance budgets, as a fast-growing Council, its asset stock has significantly increased over the years. Additional operational and maintenance budgets will be required in future years to address the ever-increasing quantity of asset.

Asset management practices and improvements

Finally, this Strategy and Plan makes an assessment of status of Council's current asset management practices, identifies improvements and makes recommendations in areas where opportunities exist to improve the system and process for greater effectiveness.

2 INTRODUCTION

Council is responsible for the management, care, and control of a diverse array of physical infrastructure assets, with a combined replacement cost of approximately **$3.7 billion**. These assets encompass public roads and other transport-related facilities, floodplain and drainage networks, parks, reserves, recreation facilities, as well as properties and buildings.

These assets are instrumental in delivering a range of services that aim to achieve social, environmental, and economic outcomes for the Liverpool community. The level of service provided by these assets is largely contingent upon their maintenance and management. The Council is committed to managing its assets in a manner that ensures the necessary standards of service are consistently achieved and maintained over time, in an efficient and cost-effective manner.

2.1 Objectives of this Strategy and Plan

This asset management strategy and plan aims to demonstrate responsive management of Council's infrastructure assets (and services provided from these assets), compliance with regulatory requirements, and to communicate funding required in providing the required levels of service.

This strategy and plan is expected to facilitate the prudent and responsible management of Council's assets by doing the following:

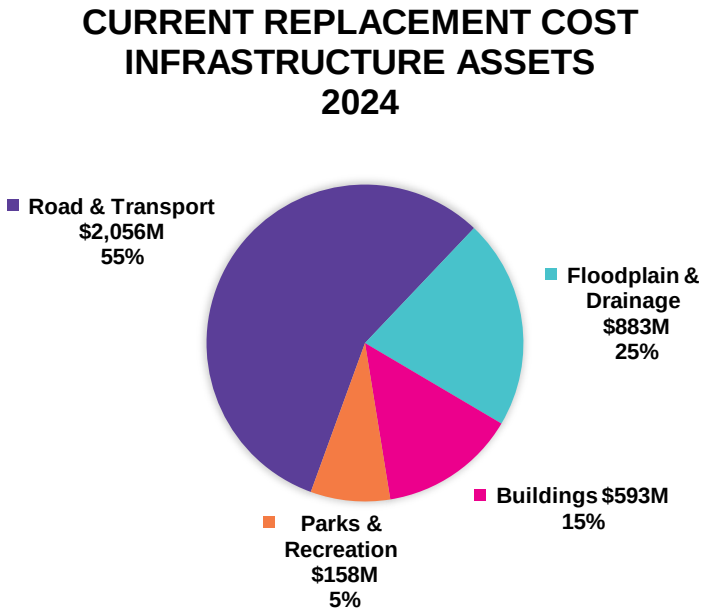
- ensuring that all assets provide the required levels of service in the most cost-effective manner and in a way that minimises life cycle costs;
- identifying maintenance and renewal activities that are necessary to maintain these services and determining funds required to provide this service;
- identifying and managing risk and liability resulting from the operation of public assets through;
  - a program of regular inspections and monitoring activity to assess asset condition and performance, and
  - undertaking a risk-based approach to identify operational, maintenance, renewal and capital development needs, and applying economic analysis techniques to select the most cost-effective work program.
- understanding and meeting the impact of growth through demand management and infrastructure investment; and
- ensuring that assets are managed to deliver Council's strategic outcome.

2.2 Scope of this Strategy and Plan

This Asset Management Strategy and Plan has been prepared to include all of Council's infrastructure assets. The full scope and value of assets covered by this Strategy and Plan is shown below.

Asset Category	Scope	Value ('000)
Roads & Transport	991 km roads	$2,056,362
Buildings	228 buildings	$593,407
Drainage & Floodplain	817 km of piped drainage	$883,683
Parks & Recreation	Over 500 parks & reserves	$158,321
TOTAL		**$3,691,775**

The following figure shows the makeup of infrastructure assets under the care and control of Liverpool City Council.



2.3 Plan format

The format of the Asset Management Strategy and Plan follows the structure recommended in the International Infrastructure Management Manual (IIMM) for the development. The following figure illustrates the key elements and relevant section references in this strategy and plan.



2.4 Key stakeholders

Management and operation of public infrastructure assets generally must address and balance the needs and expectations of its stakeholders. This plan is intended to demonstrate to stakeholders that Council is managing its infrastructure assets responsibly. The key stakeholders include:

Internal	External
Mayor and Councillor Executive Leadership Team (ELT) Council Committees Infrastructure Planning Project Delivery Development Assessment Environment Civil Operations Unit Parks, Sports & Recreations Unit Financial Management Property Services Facilities Department Customer Experience Asset users	Members of Parliament Residents, ratepayers & general public Business owners/operators Community groups & sporting bodies Asset users Government agencies including public utilities Transport for NSW (TfNSW) Sydney Water

2.5 Legislative requirements

Following the inquiries conducted by the Local Government and Shires Association into the financial sustainability of NSW Local Governments in 2006, the Department of Local Government enacted legislation in October 2009 to amend the Local Government Act 1993. The new legislation introduced a new planning and reporting framework for NSW local governments requiring:

- preparation of a long-term Community Strategic Plan; and
- preparation of a resourcing strategy to achieve the objectives established by the community strategic plan, which includes a long-term financial plan, workforce management plan and asset management plans for all assets under the control of Council.

While this Asset Management Strategy and Plan has initially been developed in response to the new legislation, recognition of Council's vast investment in infrastructure and its importance to the delivery of service has also been a major impetus for moving towards more formalised asset management practices.

Furthermore, following the abolition of immunity and defence that existed under the rule of nonfeasance and subsequent introduction of the Civil Liability Act 2002, Councils now have a positive duty of care to take steps to mitigate foreseeable risks and injuries within available resources. The Civil Liability Act 2002 requires Councils to take reasonable steps to ascertain the existence of latent dangers which might reasonably be suspected to exist in the management of public infrastructure assets.

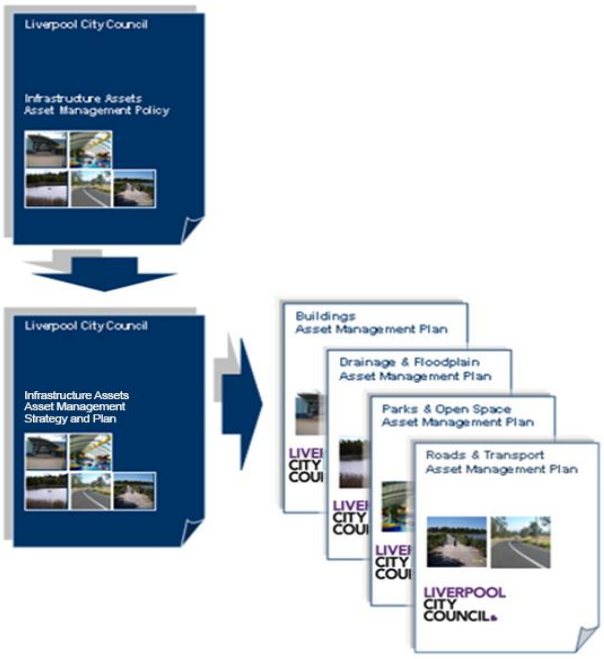
The development and adoption of formalised and structured asset management practices for Council's infrastructure assets will provide the very framework needed to identify and mitigate potential risks arising from the ownership and operation.

2.6 Relationship with other plans

This Asset Management Strategy and Plan is a key component of Council's planning process and has been prepared under the direction of Council's strategic plans, asset management policy, with respect to the management of Council's infrastructure assets.

Separate asset management plans have been developed covering each of the four key classes of infrastructure assets under the care and control of this Council. This Strategy and Plan consolidates the various asset management plans and is intended to present a more holistic view of Council's approach to the management of its assets.

A summary of the hierarchy of Council Asset Management documents is shown below.



3 LEVEL OF SERVICE

3.1 Introduction

The whole premise of asset management is that asset requirements and asset management strategies should be driven by defined and acceptable service levels and performance standards. This section will define the various factors that are considered relevant in determining the level of service for Council's assets that have been used to provide the basis for the life cycle management strategies and works programme identified within this asset management strategy and plan.

Level of Service is a generic term used to describe the quality of services provided by an asset. For example, for roads, it is usually defined in terms of convenience of travel and safety performance and for buildings, it is defined in terms of functionality, accessibility and amenity. The table below provides examples of levels of service characteristics for key infrastructure assets:

Road & Transport Asset	Levels of service characteristics
Roads	▪ ride quality ▪ user requirements for width & accessibility ▪ safety - clear signage & line marking (at least not confusing) ▪ travel time
Bridges	▪ load rating/capacity ▪ availability/flood immunity ▪ vertical & horizontal clearances
Stormwater drainage system	▪ drainage capacity and efficiency ▪ structural integrity of drainage structures ▪ level of flood protection provided to properties and roads ▪ pedestrian and traffic safety ▪ quality of water discharged to natural waterways ▪ overall health of natural waterways
Community buildings	▪ compliance with building & fire regulations ▪ user requirements and availability ▪ clean & healthy facilities ▪ accessibility of facilities
Playground equipment	▪ condition and appearance ▪ compliance with Standards ▪ availability of playground equipment

These levels of service have been used to do the following:

- develop asset management strategies to deliver the required level of service;
- measure performance against defined targets, over the long term;
- identify costs and benefits of the services provided; and
- enable customers to assess the suitability and affordability of the services offered.

3.2 Factors affecting levels of service

Service levels and desired standards are mostly influenced by and translated from community expectations, strategic goals, legislative requirements, technical standards and availability of resources. While the management and operation of infrastructure assets generally must address and balance the needs and expectations of its community, in setting service level targets, consideration has also been given to technical and legislative standards, and Council's ability to allocate sufficient resources to meet proposed targets.

3.3 Community research and expectations

Users of Council services have certain expectations regarding types and levels of service that are to be provided. Customer satisfaction surveys are useful in the identification of gaps between Council's performance and community expectations.

Currently, Council is developing a 25-year Community Strategic Plan for Liverpool called Community Strategic Plan – Liverpool 2050 that will set directions, objectives and strategies for the coming twenty-five years, based on community needs and priorities.

Council's Asset Management Policy, Strategy and Plan aims to translate the identified priorities and objectives into actions for delivery. In determining the current and desired levels of services for Council assets, the following means have been used to inform the Asset Management Strategy and Plan:

- existing best practices and industry benchmarks;
- seeking community feedback on performance of Council's various services and infrastructure assets via regular community satisfaction survey;
- briefings involving the various Community Forums and Councillors; and
- technical standards and readily available literature on customer expectations.

3.4 Strategic and corporate goals

Management, operation and development of assets need to be consistent with goals and values stated in the current Community Strategic Plan (2022-2032). Council's current ten-year Community Strategic Plan (CSP) identifies long term priorities and goals that Liverpool's community want to have delivered in their city. This document **'Liverpool 2032'**, is the highest-level planning document, cementing community`s vision and priorities over the ten-years (2022-2032). It provides a roadmap to achieve the community`s long-term vision for Liverpool LGA.

Council's asset management practices and programs will be driven by the following stated key Strategic objective set in the current Community Strategic Plan (2022-2032).

- Strategic Objective 1 - Healthy, Inclusive, Engaging
- Strategic Objective 2 - Liveable, Sustainable, Resilient
- Strategic Objective 3 - Evolving, Prosperous, Innovative
- Strategic Objective 4 - Visionary, Leading, Responsible

3.5 Legislative requirements, standards and codes of practice

Legislative requirements provide broad framework and impose minimum standards for the management of public infrastructure to ensure safety of its users. Further, public assets must be

managed in compliance with relevant codes and standards and the adoption of performance measures and targets must consider available level of resources to achieve these targets.

The key legislations that impact on the standards of infrastructure are listed below.

Legislation	Legislative requirement & impact on asset management
1. Roads Act 1993	Sets out procedures, functions and responsibilities of Council as the roads authority with respect to the management and administration of all roads under its control.
2. Local Government Act 1993	Provides the legal frameworks for the provision of various services to the community.
3. Environment Planning & Assessment Act 1979	Sets out processes for the orderly and economic development of land including processes for the provision and coordination of community assets.
4. Disability Discrimination Act 1992	Imposes strict standards and timeframes through Disability Standards for Accessible Public Transport 2002.e.g. access paths, manoeuvring areas & ramps to 55% of bus stops in Council LGA are to be fully accessible by 2012; 90% to be fully accessible by 2017 and full compliance to be achieved by 2022.
5. Heritage Act 1997	Aims to conserve the environmental heritage of the State. Several properties within the LGA are listed under the terms of the Act and attract a high level of maintenance, approval and monitoring.
6. National Construction Code(NCC)	The National Construction Code (NCC) is Australia's primary set of technical design and construction provisions for buildings. As a performance-based code, it sets the minimum required level for the safety, health, amenity, accessibility and sustainability of certain buildings. The Australian Building Codes Board, on behalf of the Australian Government and each State and Territory government, produces and maintains the National Construction Code.
7. Civil Liability Act 2002	The Civil Liability Act imposes a positive duty of care on Councils to take steps to mitigate foreseeable risks and injuries. A formalised system of inspection and monitoring is now critical in proactively identifying and mitigating potential risks.
8. Work Health and Safety Act 2011	Imposes legal obligations on Council and Council staff to protect the health, safety and welfare of all employees, contractors and visitors visiting to the workplace.

3.6 Current and target levels of service - asset condition & performance

To enable development of the most optimal asset management strategies and programmes for assets, it is essential that the current condition and performance of assets are well understood. Condition surveys of existing assets provide valuable data to objectively determine current performance and develop long term and appropriate maintenance and renewal strategies and programmes.

Asset condition reflects the physical state of the asset, which in most cases influences its ability to provide the required levels of service. Every asset is subject to deterioration resulting in a reduction

of future service potential. The Planning and Reporting Manual[1] recommends the use of the following condition rating model for the condition assessment of assets, which is based on the condition assessment model suggested in the International Infrastructure Management Manual.

Rating	Description of condition	Remaining Service Potential
1	**Excellent** - very good condition and only normal maintenance required	85%-100%
2	**Good** - minor defects only and minor maintenance required	65%-85%
3	**Average** - significant maintenance required to return to accepted levels of service	30% -65%
4	**Poor** - significant renewal and upgrade required	10%-30%
5	**Very poor** - asset unserviceable and over 50% of asset requires replacement	0%-10%

The results of the Council's condition surveys, assessments, and typical condition photos are included in later sections of this Plan. All condition assessments are based on visual evaluations of the current asset condition on the day of inspection.

Over the years, the Council has significantly improved the level of information on its assets. However, the same level of detail is not available for every asset class. Below is the status of asset condition surveys and the level of information available for each asset class:

Asset class	Status of condition survey
1. Roads & Transport Assets	Council has comprehensive information on this asset class.
2. Drainage & Floodplain Assets	While Council has comprehensive information on most assets within this category, condition assessment of underground piped drainage system is continuing and will be ongoing.
3. Building Assets	Council has collected comprehensive condition information of most of this asset class, additional information is being collected from the other areas.
4. Parks & Recreation Assets	Council has comprehensive information on this asset class.

3.7 Levels of service tables

As stated above, the core principle of asset management is that asset requirements and strategies should be driven by defined, tangible, measurable and acceptable service levels and performance standards.

[1] Department of Local Government 2010, *Planning a Sustainable Future - Planning & Reporting Manual for Local Government in NSW*, DLG, Sydney

To address service gaps identified from current service levels, appropriate asset management strategies have been developed to enhance and deliver the required levels of service. Asset renewal programs have been designed to progressively improve conditions and maintain average conditions within target levels.

Levels of service tables have been extensively used to translate information regarding service requirements and standards into performance targets, asset management strategies, and programs. These tables for several asset classes are attached as Appendix B. As shown, levels of service tables provide a structured method for collating information on current and target service levels for all asset groups, forming the framework and basis for developing long-term asset management strategies and work programs.

Additionally, levels of service tables highlight areas of service deficiencies, potential asset failures, or constraints. This information forms the basis for the Council to develop its improvement action plan.

4 DEMAND FORECAST

4.1 Introduction

Infrastructure assets are long lived, and asset management planning involves consideration of activities and costs over the life cycle of the asset. This requires consideration of not only existing assets, but assets that will be provided over the long term. This section of the Plan will:

- identify factors and trends that influence demand for assets over the long term;
- prepare projections for new assets as well as identify need for upgrade to existing assets over a ten-year period; and
- consider demand management strategies that can be considered as an alternative to upgrading or creating assets to meet changing demand.

A comprehensive understanding of demand for new infrastructure is essential and will enable Council to:

- optimise utilisation & performance of existing assets;
- reduce or defer the need for new assets;
- better understand long term maintenance and operation costs (including depreciation) associated with service delivery;
- improved resource planning leading to sustainable service delivery; and
- better meet customer needs.

4.2 Factors influencing demand

Understanding key drivers of demand is an important first step in forecasting demand for new assets. Once the factors are understood, financial modelling can be used to assess the impact of these factors on future demand. The key drivers of demand for infrastructure assets are as follows:

- population growth & residential development;
- demographic changes;
- commercial & industrial growth;
- demand for increased services; and
- strategic extensions to the network.

This section of the Plan describes these demand factors, their impact on future demand for new or upgraded assets and how these factors have been used to project future demand for new assets.

4.3 Growth trends

Population growth is a more commonly understood factor influencing demand changes and quantitative demand forecasting techniques have been used to translate population growth to changes in the asset base.

Council's approach to managing the predicted growth within Liverpool is a combination of urban release and urban consolidation strategies. Both these strategies place different demands on existing

or new infrastructure. Higher density, infill development has been identified for strategic areas around the Liverpool CBD while the major new release areas are located along the western and eastern fringes of the existing urban areas as shown on the figure below. The growth along the existing urban fringes is already evident with a large number of new residential developments over the past three years.

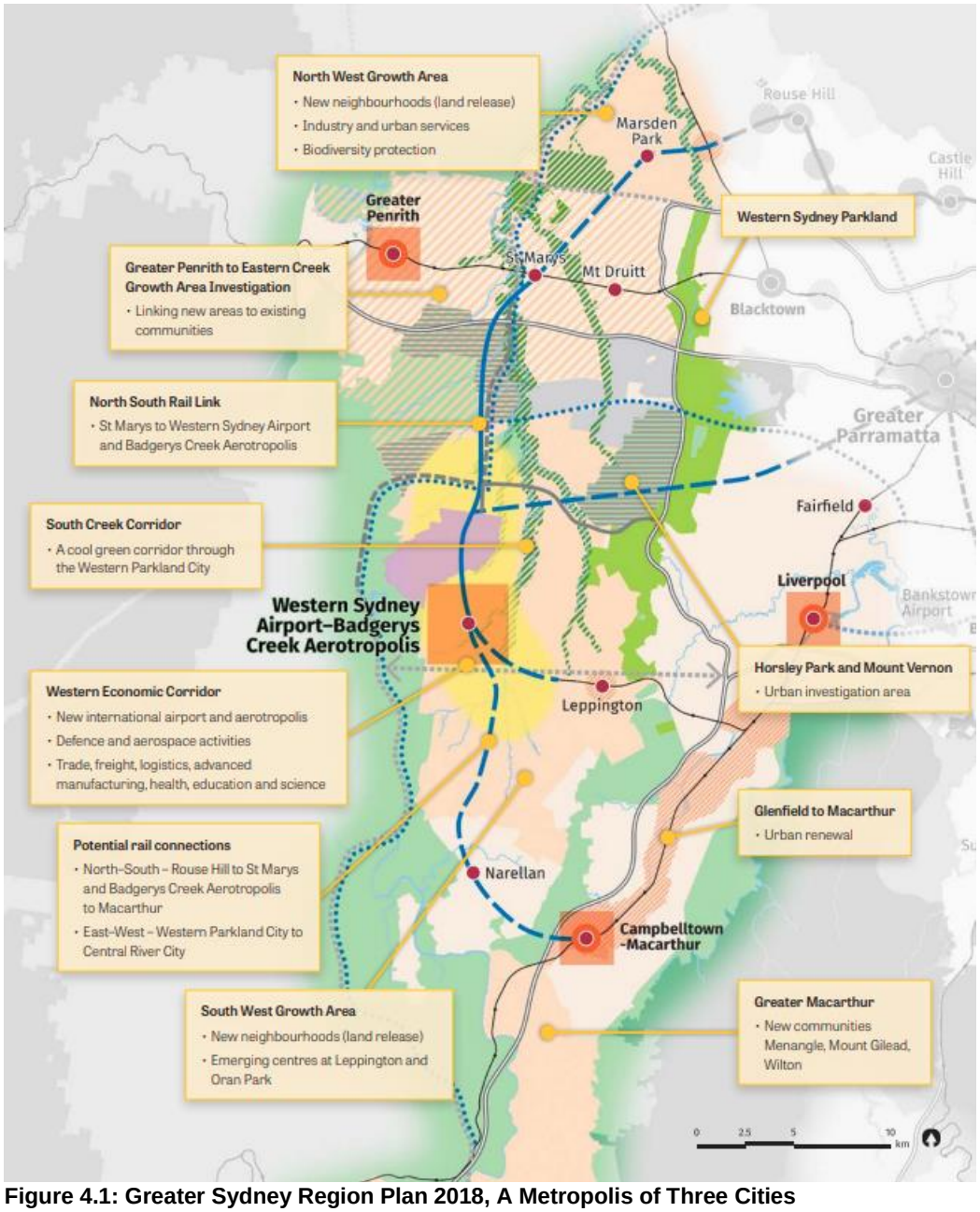


Figure 4.1: Greater Sydney Region Plan 2018, A Metropolis of Three Cities

The western areas of the LGA, known as the Southwest Priority Growth Area, are expected to experience the most significant growth. The Southwest Priority Growth Area incorporates suburbs of Austral, Kemps Creek, Rossmore, Badgerys Creek and Bringelly and extends into Camden LGA. The area is expected to yield 100,000 dwellings (approx. 325,000 people) over the next 25-30 years.

Demand for housing and industrial development, and associated infrastructure will be exacerbated by the new Western Sydney Airport (WSA) planned to be operational from 2026. It is envisaged that a new city equivalent to the size of Adelaide will be developed around the new airport. This will significantly increase the future infrastructure needs. Council's Asset Management Plan will be progressively updated as the new information becomes available.

Once future asset demand is fully understood, effective demand management strategies will be required explore an alternative to upgrading or creating assets to meet changing demand e.g. rationalising assets, disposal and alternative usage.

4.4 Demographic changes

Factors such as population trends, population density, age profile and leisure trends are not expected to greatly influence the quantity or type of road and drainage related infrastructure.

However, in areas such as Buildings and Recreation, changing demographics are likely to have a stronger influence on future demand for social infrastructure than population numbers.

4.5 Commercial and industrial impacts

An assessment of areas that are likely to undergo major industrial developments has been undertaken, which has enabled identification of upgrades and improvements to transport and drainage related assets. Major industrial subdivisions and developments are forecasted within the broader Prestons industrial area, which identified the need for major upgrades to key sub arterial links to this area. As such Council recently completed the construction of Bernera Road and Kurrajong Road.

Commercial and industrial developments are unlikely to have any significant impact on the demand for buildings and recreation infrastructure.

4.6 Strategic extensions to network

Council often accepts new and upgraded asset from State agencies' works on major state arterials. Over the last decade, the NSW Government has made significant investments in Western Sydney's major transport network. Examples of these investments within the Liverpool LGA include major upgrades to Bringelly Road, Campbelltown Road, and The Northern Road.

These improvements have resulted in the creation of numerous high-quality assets within the nature strip, such as cycleways, footpaths, street lighting, and landscaped gardens. The transfer of ownership of these assets to Council has created an additional maintenance burden and will impact Council's long-term financial liabilities. A significant impact on the maintenance budget arises from the need for more proactive and intensive maintenance of the extensive landscaped areas, which are now Council's financial responsibility.

Liverpool will soon embrace the Western Sydney Airport (WSA) at Badgerys Creek as its second international airport. The construction of the M12 and major upgrades planned for Elizabeth Drive to provide easy access to the airport will create additional demand on the existing local, collector, and regional roads, necessitating major upgrades.

4.7 Impact of trends on infrastructure

Council has identified the need for significant improvements to existing infrastructure to support major residential and industrial developments in Liverpool. While developers will be responsible for providing internal infrastructure, the Council will have to support extensive upgrades or improvements to existing roads and transport infrastructure. Funding for these improvements will come from s7-11 developer contributions and other grant sources.

The following outlines some of the major upgrades proposed in the near future:

- Fifteenth Avenue widening and strengthening as a corridor road;
- Additional traffic loading arising from the Western Sydney Airport will result in affected roads within the South West Priority Growth Area undergoing upgrades;
- Edmondson Avenue between Bringelly Road and Elizabeth Drive; and
- Strengthening of Ash Road, Jedda Road and Martin Road due to industrial developments.

The above improvements will entail additional bus shelters, traffic facilities, street furniture, etc. In addition, facilities for active transport like footpaths and cycleway may also be required.

- Provision of number of flood retarding basins to facilitate residential developments in Austral, Leppington and East Leppington new growth areas; and
- Provision of flood retarding basins to facilitate over 6,100 lot residential subdivision at Edmondson Park.

In addition, demand projections for new infrastructure have also been prepared and the following table provides estimates of type and quantity of new infrastructure required over the next ten years.

Additional infrastructure	Quantity	Replacement Value ('000)
Road Assets	180 km	$429,384
Footpaths & Cycleways	200 km	$52,132
Kerb & gutter	360 km	$50,400
Bridges and Culverts	12 No.	$42,285
Street lights	3,725 No.	Non-Council Asset
Bus Shelters	50 No.	$900
Stormwater drainage	170 km	$86,499
Flood retarding basins	30 No.	$224,576
Gross pollutant traps	50 No.	$10,296
Admin Building	1 No.	$189,929
Community buildings	2 no.	$33,974
Sports amenity buildings	2 no.	$2,000
Sports fields	10 No.	$32,847
Parks and reserves	20 no.	$87,532
Playgrounds	20 no.	$8,400
TOTAL		**$1,251,155**

Approximately 30% of the initial cost for this additional infrastructure will be borne by developers. However, the ongoing operation and maintenance responsibilities will transfer to the Council upon

asset handover and acceptance of these new assets. These future costs are identified and factored into forecasts for future operating and maintenance expenses in this strategy and plan.

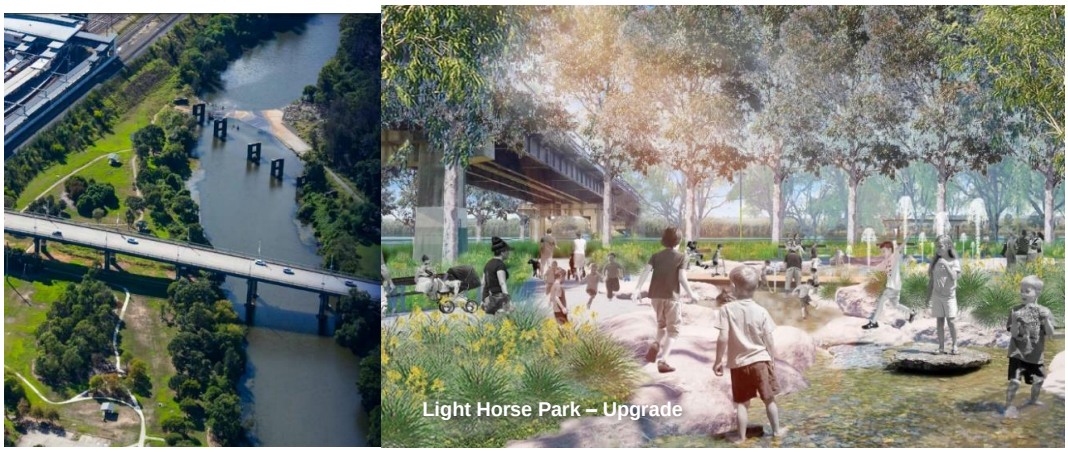


Figure 4.2: Georges River Pedestrian Bridge, Light Horse Park upgrade



Figure 4.3: Georges River, Light Horse Park upgrade – Kayak Launch Ramp



Figure 4.4: Liverpool Civic Place - Commercial Tower and Library

4.8 Demand management strategies

Demand management strategies provide alternatives to the creation of new assets in order to meet demand. Objective of demand management is to actively seek to modify customer demands for service in such a way that utilisation of existing assets is maximised and demand for new assets is deferred or reduced. Non-asset solutions may range from controlling demand to reducing levels of service as shown below.

Asset class	Non asset solution	Description
Buildings	Rationalise and optimise usage of existing facilities	Investigate ways to maximise use of existing buildings to improve its utilisation (e.g. review occupancy and layout of existing buildings).
	Leasing properties to meet needs	
	Planning controls	Review planning regulations to allow Service Providers commercial opportunities for the delivery of services, insuring against risks and managing failures.
	Joint venture partnerships	
Drainage & Floodplains	Development controls	Discourage or restrict development in flood prone areas using risk-based approach in lieu of providing costly flood mitigation structures.
	Managing stormwater	Where possible, investigate ways to direct runoff from hardstand areas through existing landscape and grassed areas to eliminate use of pollutant capture systems.

Asset class	Non asset solution	Description
Parks & Recreation	Rationalise and optimise usage of existing facilities	Investigate ways to maximise use of existing sporting fields and buildings to improve its utilisation.
	Decommission & disposal	Progressively convert small sections of unused recreation back to natural bushland
		Progressive closure and disposal of passive recreation under 1000sm and/or where recreation exceeds catchments needs
Roads & Transport	Transportation strategies	Promote alternative forms of transport and review the road hierarchy and linkages to allow the road network to develop in an efficient manner.
	Traffic controls	The increased development of urban areas may create the need to implement traffic control strategies, which include installation of signals that help to control traffic flows within urban areas and the intersections.
	Traffic bylaws	Bylaws could be introduced to restrict use of existing roads during certain times to manage peak demand - e.g. introducing clearways to improve road capacity during peak hours.
	Community strategies & public education	Public education programmes could be implemented to encourage use of alternative transport methods.
	Reduced level of service	In the long term as the capacity of the road network fails to meet increased traffic demand, it may become appropriate to provide a reduced level of service e.g. failing roads in future release areas should only be maintained to ensure it is safe and trafficable until full reconstruction and resurfacing can be undertaken as part of any subdivision.

5 RISK MANAGEMENT

5.1 Introduction

This section discusses Council's approach to the management of risks resulting from the management and operation of roads and transport assets. Council has developed its risk management framework based on the current Australian and New Zealand Risk Management Standard AS/NZS ISO 31000:2009. It has adopted Enterprise Risk Management (ERM) policy and strategy. The risk management approach includes five key stages:

- communicate and consult;
- establish context;
- risk identification, analysis and evaluation;
- risk treatments; and
- monitoring and review.

Figure 5.1 has provided the Council's risk management approach.

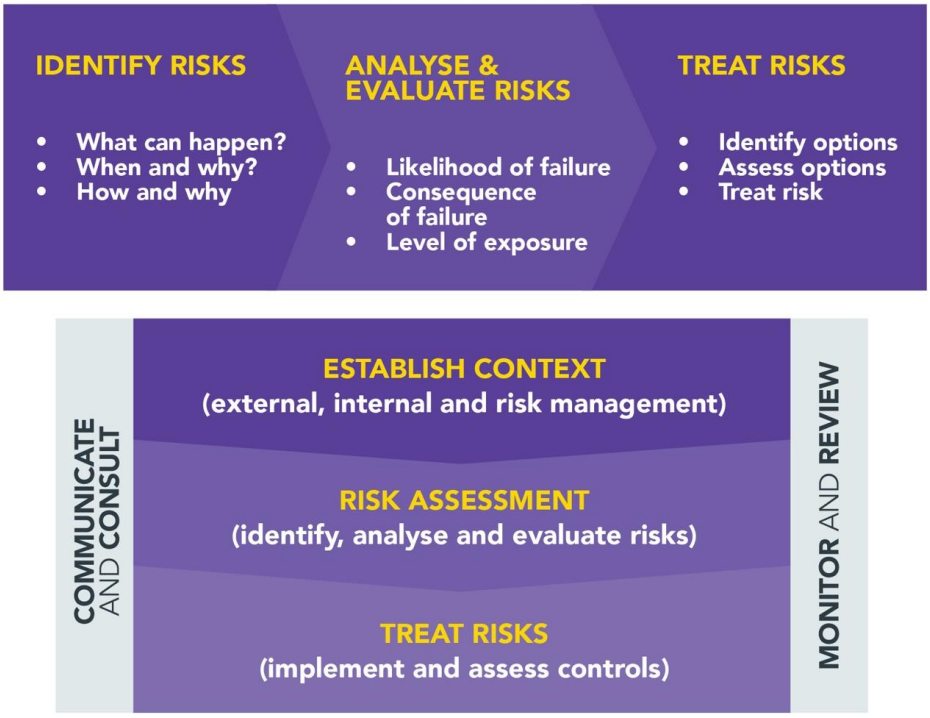


Figure 5.1: Risks assessment and mitigation measures (adopted by the Council)

The Risk Management Plan consists of a Risk Management Policy and Strategy supported by a risk register, which covers the followings:

- identify risks to Council that may impact on the delivery of services from infrastructure;
- select credible risks for detailed analysis;
- analyse and evaluate risks;
- prioritise risks requiring treatments by management action; and
- develop risk treatment plans identifying the tasks required to manage the risks, the person responsible for each task, the resources required and the due completion date.

5.2 Current risk management process

Council has implemented many management practices and procedures to identify and manage risks associated with providing services from infrastructure assets, which include:

- operating a reactive maintenance service for all assets and services;
- operating a planned maintenance program for all assets;
- monitoring condition and performances of assets to predict future performances and potential assets failure;
- renewing and upgrading assets to maintain service delivery;
- closing and disposing of assets not providing the required service level; and
- acquiring or constructing new assets to provide new and improved services.

The management of risks associated with assets and service delivery is currently the responsibility of various areas in Council that are involved in the management of assets and services provided by assets. It is intended that using the new risk management framework, the roles and responsibilities for risk management within the organisation will be better defined and risks treatments are better assigned.

5.3 Risk identification and works prioritisation

Given that funding for the management of infrastructure assets will always be limited, asset maintenance, rehabilitation and improvement works need to be prioritised. This requires some form of objective differentiation between projects to identify and target funding towards areas and projects of greatest need.

Council's works priority for infrastructure renewal and upgrade works is determined using economic justification as well as risk assessments. The risk-based approach adopted in the development of works programs identifies specific risks associated with the ownership and operation of infrastructure assets and develops strategies to mitigate the risks.

A recent review on the risk management guidelines suggested by the International Organisation for Standardisation (ISO), International Infrastructure Management Manual (IIMM) and Institute of Public Works Engineering Association (IPWEA) show that the Council's approach needs improvement. The risks identification should consider assets criticality assessment at first, which needs to be added. A risk analysis may include risk rating and impact of treatments on risks reduction. Moreover, 'risks reduction/cost' factor may be used for prioritisation while formulating a risks treatment plan. The ISO 31000 also suggests costifying risks in risk assessment using the following algorithm.

Risk ($) = Business Risk Exposure = Probability of Failure x Cost of Consequences

This Asset Management Strategy and Plan has proposed for an updated risk assessment framework for Council as used by the ISO 31000 and IIMM (see Figure 5.2). This is valid for all the infrastructure assets and ensures more robust assessment outcomes. The framework recommends incorporating assets criticality assessment at first for updating the current assets risk register. Detailed quantification of risks, costifying risks and estimating residual risks after treatments could be added in the risk analysis. It is suggested to improve the risk treatment plan by introducing 'risks reduction/cost' factor for better treatments prioritisation.

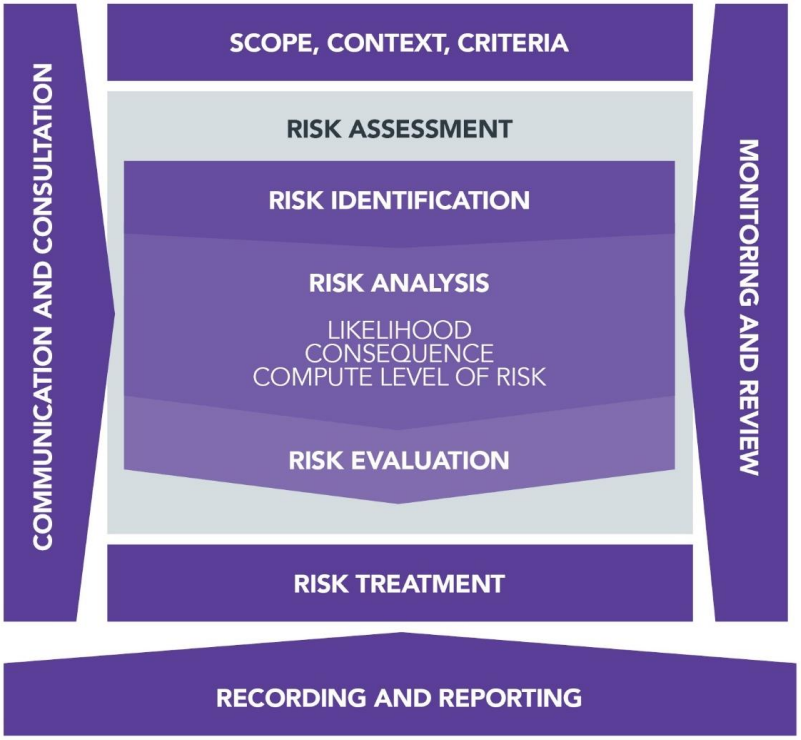


Figure 5.2: Updated risks assessment framework (extracted from ISO 31000)

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for the non-acceptable risks. Critical risks, being assessed as 'Extreme' in the Enterprise Risk Management (ERM) strategy, requires immediate corrective actions; while 'High' risks need prioritised corrective actions identified in the infrastructure risk management plan.

The key risks related to the Council's infrastructure assets are summarised in the Enterprise Risk Register, which are mainly related to safety, access, defects and sustainable management of the assets. These identified risks obtained from the risks register are assessed here using the likelihood of the events and respective consequences.

A risk score and rating were done using the Council's ERM strategy. The suggested risks treatments assist managing likelihood and/or consequences. The current treatments plan could not manage to obtain information on budget and due date, and hence these are not included.

A detailed assets criticality assessment would be done while preparing the next AMP. The 'risks reduction/cost' factor could be added for each risk's mitigation plan along with costifying risks if possible. The difference between the current and residual risk scores provides the risks reduction value.

The current Life Cycle Analysis (LCA) and Brightly Predictor tool have tentatively planned for lump sum amounts in each year for different assets to minimise risks.

In future, Council could consider risks due to climate change and assessing assets vulnerability and suggest for climate resilience assets.

6 LIFECYCLE MANAGEMENT PLANS

Life cycle management involves consideration of all management options over the life of an asset from creation/acquisition to disposal and this section of the Plan will detail how Council plans to manage and operate its assets at the desired levels of service (defined in Section 3 & Appendix B) while optimising life cycle costs.

Life cycle management plans cover the following five key work activities, which are necessary to manage and operate these assets.

Asset management activity	Description
Operational activities	Activities undertaken to ensure efficient operation and serviceability of assets to enable the assets to provide intended service over its useful life. Asset operation may not have effect on asset condition but is necessary to keep the asset appropriately utilised. Typical operational activities include: ▪ cleaning of buildings ▪ park mowing ▪ electricity costs for streetlights ▪ street sweeping and cleaning ▪ litter control
Maintenance activities	Are the ongoing repair and minor replacement works required to keep assets operating at required service levels over its useful life, and falls into two broad categories: ▪ Planned (proactive) Maintenance - proactive inspection and maintenance works planned to prevent asset failure; and ▪ Unplanned (reactive) Maintenance - reactive action to correct asset malfunctions and failures on an as required basis (e.g. emergency repairs). Operation and maintenance costs have been determined based on existing & adopted service level standards applied to existing and new assets over the term of the Plan.

Asset management activity	Description
Restoration & renewal	These are provided for the progressive replacement of individual assets or its components, which have reached the end of their service life. Deteriorating asset condition primarily drives renewal needs and will generally involve substantial replacement of the asset or a significant asset component to its original size and capacity to restore its service potential. Renewals expenditure includes: ▪ replacing large sections of building roofs; ▪ replacing large sections of turf or playground equipment; ▪ resurfacing of roads - asphalt or sprayed seals; ▪ relining or replacing large sections of deteriorated drainage pipes; ▪ rehabilitation & reconstruction of roads - replacement of existing pavement and surfacing with an equivalent structure that is generally applicable for a long length of road. This could also include insitu stabilisation to restore structural integrity of road pavements; ▪ replacement of footpaths - replacement of large sections of paved footpaths and cycleways to restore serviceability; ▪ replacement of major structures such as bridges and retaining walls or their components; and ▪ replacement of street furniture such as bus shelters and litter bins. Renewal expenditures have been determined from condition assessment, predictive modelling and rate of asset depreciation. Asset condition is the primary determinant in renewal intervention.
Enhancement & development activities	These are used for upgrades to address capacity constraints or to meet development needs and increased community expectation. These include: ▪ works which create an asset that did not exist in any shape or form .e.g. new paved footpaths and shared ways or providing new playground equipment; ▪ works which improves an asset beyond its original size or capacity .e.g. widening of existing roads or extensions to existing buildings to provide additional capacity; ▪ upgrade works which increase the capacity of an asset; or ▪ works designed to produce an improvement in the standard and operation of the asset beyond its original capacity.e.g. new traffic control device such as roundabout. Need for enhancement and development activities and associated costs have been determined from: ▪ condition assessments (i.e. potential asset failures, capacity constraints); ▪ strategic and master plans (growth predictions & strategies); ▪ flood plain management plans; and ▪ community input.

Asset management activity	Description
Decommissioning & disposal activities	Any of the activities associated with disposal of a decommissioned asset including sale, demolition or relocation. The factors that influence decommissioning and disposal activities include asset age & condition, obsolescence and changing needs.

The following sections of the Asset Management Strategy and Plan outline life cycle management strategies and corresponding expenditure forecasts for the following group of infrastructure assets:

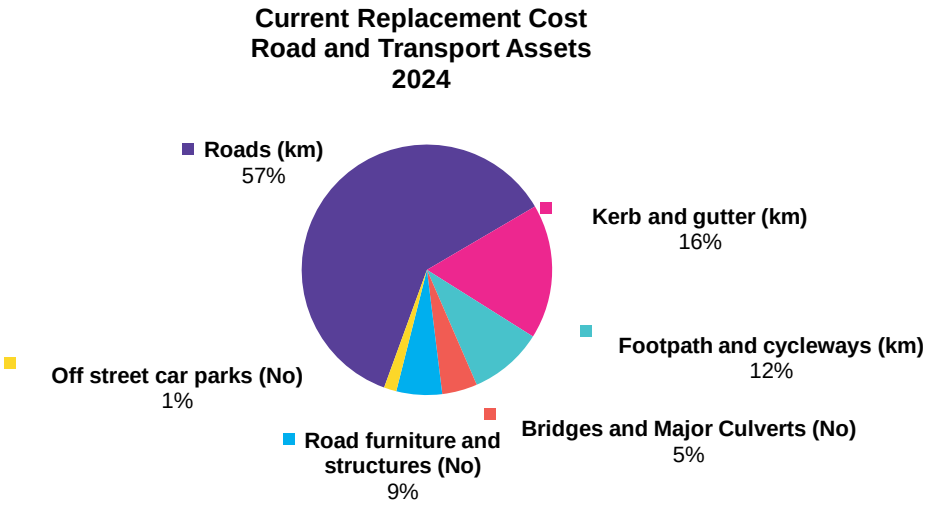
- roads and transport assets;
- drainage and floodplain assets;
- buildings; and
- parks and recreation space.

7 ROADS AND TRANSPORT ASSETS Information and description of roads and transport assets

Council is responsible for the control and care of over 991km of sealed road network and 125 bridges of various compositions with a combined replacement cost over **$2 billion**. The scope and value of Council's Road related infrastructure is shown below, it represents the highest value of assets owned by Council comprising 56% of the entire infrastructure asset portfolio.

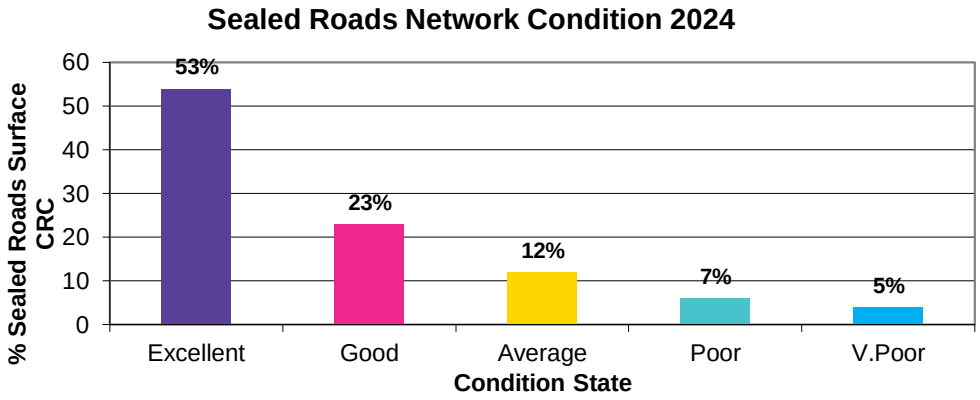
Road & Transport Asset	Quantity	Value ('000)
Roads	991 km	$1,175,721
Kerb and gutter	1552 km	$320,321
Footpath and cycleways	945 km	$252,224
Bridges and culverts	125 no.	$96,329
Road furniture and structures	49,453.	$186,895
Off street car parks	119 no.	$24,870
TOTAL		**$2,056,362**

The following figure shows the makeup of all road and transport related infrastructure assets under the care and control of Liverpool City Council.



7.2 Condition and performance of roads & transport assets

Council has been progressively undertaking inspections and condition surveys of all its road related assets. A comprehensive condition assessment of the entire network of road pavements was undertaken in 2019 and 50% network was condition assessed in September 2024.This information has formed the basis for Council's Road pavement maintenance and renewal strategies and programmes. The following graph presents average condition distribution of Council's sealed road network.



Photos below show the various condition states of sealed roads.



Excellent	Good	Average	Poor	Very poor

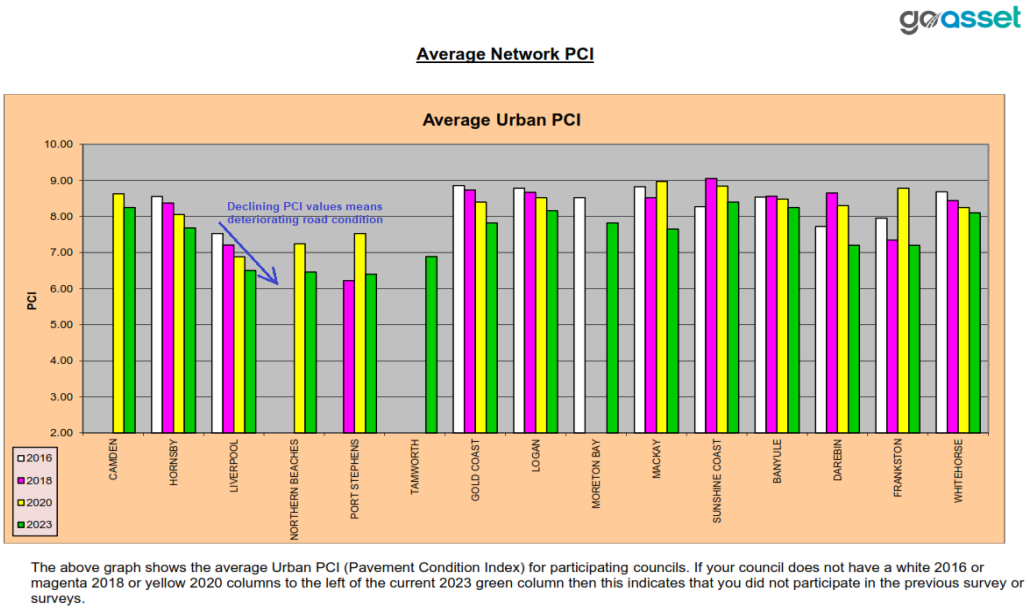
The following provides a summary of condition and performance information for some of Council's key road assets.

Level	Condition	Description	Remaining Service Potential	
1	Excellent/Very Good	New or as new condition. Only planned cyclic inspection and routine maintenance required.	85%-100%	
2	Good	Good condition with minor defects. Minor routine maintenance along with planned cyclic inspection and maintenance.	65%-85%	
3	Satisfactory	Average/fair condition with some significant defects requiring regular maintenance on top of planned cyclic inspections and maintenance.	30% -65%	⇦ LCC Level of Service (LoS)
4	Poor	Poor condition with asset requiring significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable.	10%-30%	
5	Very Poor	Very poor condition. Asset physically unsound and/or beyond rehabilitation. Renewal required.	0%-10%	

Source: NSW Olg Code of Accounting Practice and Financial Reporting (Update 27) – Special Schedules, Page C-10

Road & Transport Asset	Proportion of assets in each of the following condition state				
	Excellent	Good	Average	Poor	Very Poor
Sealed Roads Surface	53%	23%	12%	7%	5%
Sealed Roads Structure	56%	23%	11%	6%	4%
Bridges	35%	40%	18%	7%	0%
Footpaths & Cycleways	51%	25%	24%	0%	0%
Kerb and Gutter	29%	38%	33%	0%	0%
Road Structures & Furnitures	59%	35%	6%	1%	0%
Off Street Car parks	32%	34%	33%	1%	0%

The condition of road and transport assets has moderately deteriorated in general in comparison to the conditions observed in 2020. For example, condition of below average road assets has increased from 11% in 2019 to 12% in 2024. Approximately 10% of the road pavements are still at below average condition overall, mainly due to ageing and deterioration. Recent comparison between the pavement condition of Liverpool City Councils vs. other Council's Road networks, through a Pavement Condition Index (PCI) metric, as of 2023. These Councils use the same pavement management system software (SMEC PMS) and rating system, for consistency of data.



The above graph shows the average Urban PCI (Pavement Condition Index) for participating councils. If your council does not have a white 2016 or magenta 2018 or yellow 2020 columns to the left of the current 2023 green column then this indicates that you did not participate in the previous survey or surveys.

The average PCI provides a snapshot of the pavement health of a road, measured on a scale from 0 to 10, where 10 indicates an 'excellent' pavement condition and a score of less than 2 signifies 'very poor' condition. Currently, Liverpool City Council's PCI index has been in a consistent decline from 2016 to 2023, resulting in a PCI that is lower than other Councils. It is also consistent with a lot of other Councils who too have a consistent decline, albeit Liverpool is one of the lowest.

Detailed information on each of the above asset categories including asset condition, current and target performance, required maintenance and renewal activities, and corresponding funding requirements is contained in the Roads & Transport Asset Management Plan.

7.3 Level of service

As stated previously, level of service for roads is usually defined in terms of convenience of travel and safety performance. The following provides examples of levels of service characteristics for key transport related assets that have been used to guide the development of maintenance and renewal targets and programs.

Road & Transport Asset	Levels of service characteristics
Roads	▪ ride quality ▪ user requirements for width & accessibility ▪ safety - clear signage & line marking (at least not confusing) ▪ travel time
Bridges	▪ load rating/capacity ▪ availability/flood immunity ▪ vertical & horizontal clearances
Footpaths & cycleways	▪ ride quality ▪ user requirements for width & accessibility ▪ safety - absence of any trip hazard
Kerb and Gutter	▪ Safe ▪ Performances – no blockage
Car Parks	▪ User requirements for width and accessibility ▪ Safe

The existing levels of service provided by Council's Road assets have been determined primarily through condition assessments and a thorough in-house consultation process. This process involved examining historical patterns of customer complaints, nature and criticality of defects, responsiveness, and the quality of repairs.

A similar approach was used to develop desired levels of service and performance measurement processes. The gap identified between existing and desired service levels guided the development of asset management strategies and programs to deliver the required level of service over the term of this Plan. For example, the proposed road rehabilitation and reconstruction programs aim to progressively improve road network pavement condition and surface roughness to achieve target levels.

7.4 Management of risks associated with roads & transport assets

Council has implemented many management practices and procedures to identify and manage risks associated with providing services from road and transport related assets. These include:

- monitoring condition and performance of road assets to predict future performance and potential asset failures through systematic periodic inspections and condition assessments;
- renewing and upgrading assets to maintain service delivery; and

- constructing new pedestrian and traffic facilities to mitigate accident risks including accident black spots.

The priority programs for infrastructure renewal and upgrade in this strategy and plan have been determined using engineering and economic justifications, as well as risk assessments. The risk-based approach identifies specific risks associated with the ownership and operation of infrastructure assets and develops strategies to mitigate these risks.

7.5 Lifecycle management plan for roads & transport assets

The long-term priority program outlined in this Plan reflects Council's strategy to manage road assets at desired service levels while optimizing life cycle costs. The life cycle management plan for roads considers all management options throughout the life of road assets, including operational and maintenance activities, restoration and renewal activities, enhancement and development activities, and finally, decommissioning and disposal activities.

7.6 Operations and maintenance plan

The routine operating activities for roads such as inspections and patrols, condition surveys, quality audits and litter control are expected to continue into the future without any significant change. However, several components of Council's roads operating costs are projected to rise significantly over the term of the plan due to increases to Council's asset base. Over 150km of new roads and over 2400 new street lighting is expected to be provided over the next 10 years in conjunction with new release areas, which will result in sizeable increases to street sweeping costs and electricity charges respectively. Council's depreciation expense is also projected to increase over the next 10 years in line with increases to its asset base.

Council's road maintenance strategies aim to progressively upgrade assets that are in poor condition while placing a significant focus on preventing assets that are in fair or good condition from falling into the poor category. This preventative approach aims to minimise the overall rate of decline in the condition and performance of the road network and preserve the existing roads in a serviceable condition over the long term.

Council achieves this by undertaking a range of necessary routine maintenance activities on a regular basis to protect the pavement and its surfacing and reduce any potential deterioration.

The Road Asset Management Plan also outlines a more cost effective and enhanced maintenance strategy for roads within the future South West Priority Growth Area as an alternative to the more costly full reconstruction and resurfacing of deteriorating pavements.

7.7 Restoration and renewal plan

A significant proportion of pavement failures originate at the road surface, and timely intervention with appropriate renewal treatments can extend pavement life at minimal/optimal cost. However, investigations reveal that many roads have deteriorated beyond the optimal intervention point, with increasing traffic volumes accelerating this deterioration.

Following a condition assessment of the road network, a comprehensive analysis was conducted using Council's pavement management system (SMEC-PMS) to develop long-term maintenance and renewal programs for road assets. Council's pavement renewal activities are categorized under the following restoration and renewal programs.

Renewal program	Scope and description
Resurfacing	The resurfacing program comprises all those activities that are undertaken to provide water proofing of road pavements as well as to provide a smooth and durable ride surface.
Rehabilitation	Road rehabilitation programs focus on replacement of existing pavement and surfacing with an equivalent structure that is generally applicable for a long length of road. Typical rehabilitation treatments include: ▪ patching failed areas of pavement and applying structural overlay; ▪ insitu stabilisation of subgrade and pavement materials to restore structural integrity of road pavements; Projects on rehabilitation programs are ideally treated at the optimum intervention point so as to maximise return on investment.
Reconstruction	Road reconstruction program is primarily focused on the replacement of road pavements that have reached the end of their serviceable lives but the work may also include ancillary works such as kerb & gutter replacement, drainage works etc. The high capital cost of reconstruction usually yields a low benefit to cost ratio, particularly on lightly trafficked streets, where there is little savings in vehicle operating costs.

The resurfacing and rehabilitation programs focus on replacement of the pavement surface but also include repairs to the pavement. In keeping with Council's strategy for road maintenance, priority for road repair treatments such as rehabilitation and resurfacing is determined with the view to maximising return on Council's investment in the form of a reduction in Council's long term financial liabilities, reduction in vehicle operating or road user costs and extending pavement service lives.

The priority selection system for road reconstruction works uses a risk minimisation framework to identify and prioritise road pavements that have reached the end of their serviceable lives. The project ranking system assigns weighted consideration to identified risk factors. All other factors being equal, this method typically prioritises more heavily trafficked roads, as they represent greater risk and their repair yields greater savings in road user costs. This targeted approach, which incorporates asset condition into decision-making, helps Council progressively reduce its infrastructure backlog.

The factors established to rank and prioritise road reconstruction projects are those that influence the probability of failure and those related to consequences of failure as shown below.

Asset category	Risk factors	
	Likelihood or probability factors	Severity or consequence factors
Roads	▪ **pavement condition** - poor pavement condition increases likelihood of accidents/injuries ▪ **proportion of heavy vehicles** - high HV proportion increases likelihood of pavement damage & requires adequate road geometry ▪ **accident history and potential** - previous accidents indicate design or construction deficiency and potential for reoccurrence ▪ **design deficiency** - implies high likelihood of poor performance and compromised safety	▪ **human & community imperatives** - human consequence increases with increase in traffic volumes or pedestrian usage ▪ **public transport route** - as above ▪ **economic benefits** - higher benefit to cost ratio yields greater savings in road user costs and maintenance costs

7.8 Enhancement and expansion plan

Several road enhancement and development works have been identified to address capacity constraints or to meet development needs.

Growth related - subdivision developments

Compared to other councils in Sydney, Liverpool City Council manages a considerably larger road network, spanning 991 km and approximately 28 million square meters of road pavement.

This Plan identifies demand projections for new infrastructure and the need for major improvements to existing infrastructure. Providing this infrastructure is essential to support the significant residential and industrial growth anticipated in the Liverpool area, particularly in the southwest growth centre, new township Bradfield, and the Western Sydney Airport areas (new Aerotropolis) at Badgerys Creek. The new airport is expected to drive higher population and economic growth, increasing infrastructure demand in the CBD and surrounding areas once it welcomes first flight in 2026.

The need for major improvements to existing infrastructure has been identified by Council to support major residential and industrial release areas of Liverpool. While the provision of internal infrastructure will be developer responsibility, extensive improvements to existing road and transport related infrastructure required to support these developments remains Council responsibility. Funding for such infrastructure are provided by Council from Section 7.11 contributions and other sources.

The Council have identified the need for major improvements to several existing roads to support the future residential and industrial release areas in Liverpool. The following outlines some of the major road related upgrades proposed:

- Fifteenth Avenue widening and strengthening as a corridor road;
- Eleven affected roads to be upgraded due to additional traffic loading arising from the Western Sydney airport project; Edmondson Avenue between Bringelly Road and Fifteenth Avenue; and
- Strengthening of Ash Road, Jedda Road and Martin Road due to industrial development.

Provision of transport infrastructure to support new developments in Middleton Grange, Edmondson Park and Austral includes construction of collector roads and enhancement of existing transport facilities. Extension of Bernera Road from Camden Valley Way to Sounders Parade in Edmondson Park is already completed to unlock more than 6000 lots of residential developments. Expenditure forecast considers the upgrade and widening of the road network to support the growth.

Development in the rural areas, including the Western Sydney Airport and Aerotropolis is leading to increased traffic loadings unsuitable for existing rural road pavements, placing additional pressure on already constrained maintenance budgets.

Council spent more than $7million on the reconstruction and rehabilitation of roads and associated transport infrastructure assets during 2023/24 financial year. This included various works to preserve, restore and enhance Council's roads and transport network.

Key achievements include:

- Lyn Parade, Prestons – Reconstruction and resurfacing of road;
- Urban Forest Strategy Phase 2, Liverpool – Planting of trees in the Liverpool City Centre;
- Georges River Footbridge, Voyager Point – Completion of rehabilitation and painting works;
- Commuter Carpark at Casula Powerhouse Arts Centre (CPAC) – Expansion of carpark; and
- Woodbrook Road underpass, Casula – Opening of road

Additionally, due to rapid growth and development, a significant portion of the Council's Road network needs to be upgraded from rural to urban standards. This makes maintaining the road network more expensive and poses unique challenges in terms of funding and development.

Capacity driven developments

Council has also identified the need to widen and upgrade several of its key strategic links that provide a regional road function. Further, intersection upgrades have also been identified to address existing capacity constraints or accident black spots. Few examples are provided below with details contained in the expenditure forecast tables.

- widening and upgrades to Governor Macquarie Drive, which is a key regional road linking two primary state arterials comprising Newbridge Road and Hume Highway;
- intersection Upgrade of Governor Macquarie Drive & Hume Highway;
- upgrade of Governor Macquarie Drive between Newbridge Road and Alfred Road;
- construction of Middleton Drive - M7 Underpass and widening and major upgrade of Edmondson Avenue;
- reconstruction of Fifteenth Avenue as high volume multi transport modal regional road corridor to connect with new Western Sydney Airport;
- cycleway development at Hume Highway, Liverpool, Governor Macquarie Drive and Government Road at Hinchinbrook;
- carpark renewal at Stanwell Oval, Ashcroft;
- Lyne Parade (Jedda to Enterprise);
- Illaroo Road;
- Beech Road; and
- Tenth Avenue.

7.9 Decommissioning and disposal plan

While there is currently no policy to close or dispose of roads within the Liverpool LGA, changing demand will be the primary cause of disposal of road assets and these will result from:

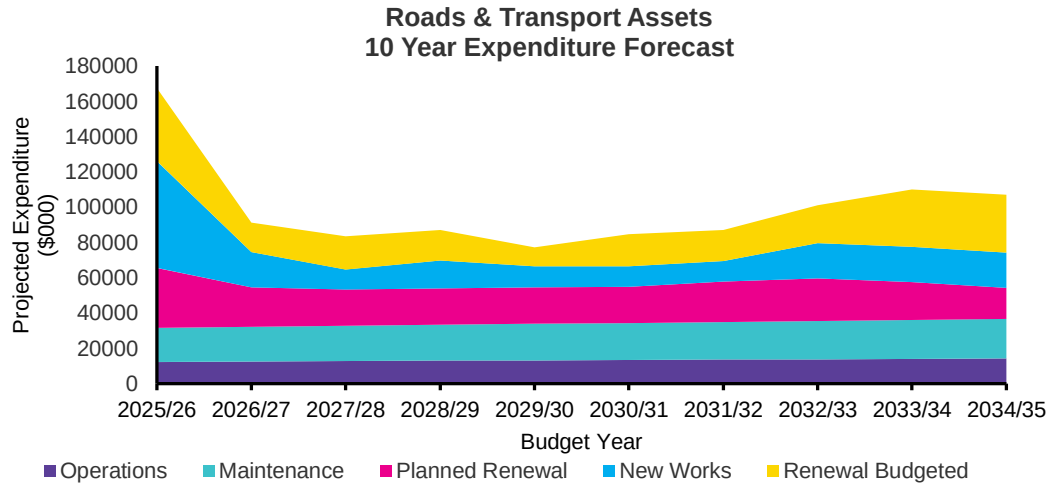
- new urban release that will alter the existing pattern of access and linkages;
- strategic programmes by the State or Federal Governments that will result in significant changes to land use patterns e.g. the Western Sydney Parklands is a major State Government initiative that aims to convert existing rural areas into parklands. Most roads within the subject area will become redundant; and
- strategic programmes of Council that will result in alterations to land use e.g. the Moorebank Voluntary Acquisition Scheme is Council's response to the significant flooding experienced by properties along Rickard Road and Arthur Street in Moorebank. Upon acquisition of all properties, the area will be converted to parklands at which point the internal roads will become redundant.

Road disposal costs will only be recognised in the 10-year plan once a management strategy is in place to deal with road pavement disposal.

7.10 Summary of projected financial expenditure

The following presents a summary of ten-year expenditure forecast for roads and transport assets.

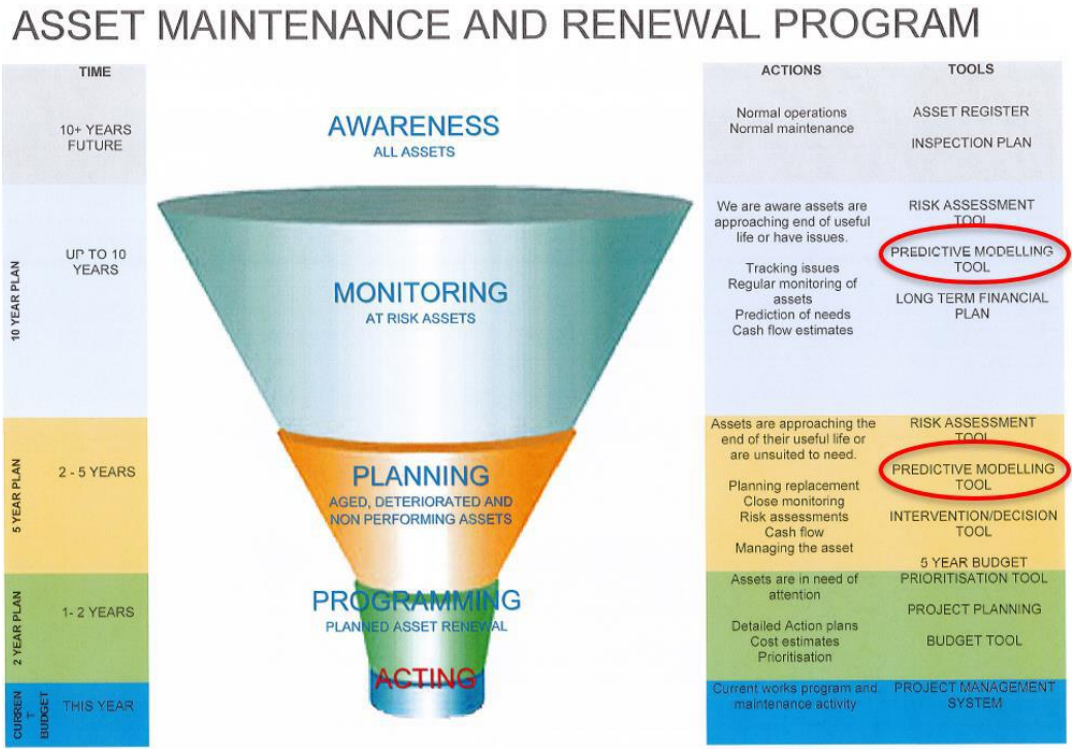
Budget Year	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	1	2	3	4	5	6	7	8	9	10
	$'000	'$'000	'$'000	'$'000	'$'000	'$'000	'$'000	'$'000	'$'000	'$'000
Roads &Transport Asset Activities	$126,017	$74,506	$64,611	$69,877	$66,624	$66,635	$69,495	$79,467	$77,458	$74,244
Operations	$12,277	$12,533	$12,732	$12,964	$13,172	$13,379	$13,583	$13,818	$14,055	$14,293
Maintenance	$19,336	$19,723	$20,027	$20,368	$20,673	$20,976	$21,277	$21,661	$22,045	$22,430
Planned Renewal	$33,891	$22,229	$20,550	$20,544	$20,827	$20,474	$23,056	$24,202	$21,480	$17,488
Renewal Budgeted	$41,436	$16,608	$18,759	$17,324	$10,728	$17,939	$17,446	$21,604	$32,674	$32,672
New Works	$60,513	$20,022	$11,302	$16,000	$11,951	$11,806	$11,578	$19,786	$19,878	$20,032



4.2% of Council's roads are rated Level 5 (Very Poor Condition). The primary factor contributing to the Level 5 rating is a lack of funding for renewal works.

Predictive modelling undertaken during development of the Roads and Transport Asset Management Plan. The primary objective of the current SMEC PMS predictive model setup is to estimate road maintenance funding requirements at the council wide network level by predicting road conditions. This estimation is achieved by utilising three key parameters: surface age for resurfacing, rutting and roughness for rehabilitation, collectively serving as indicators of the overall level of service. Notably, the model incorporates regional/seasonal variations in the rate of progression or rate of deterioration for each parameter, thereby enhancing the accuracy of future funding needs prediction. The schematic in Figure shows the process flow of the SMEC PMS pavement performance model.

Modelling showed that an average of **$15 million per year** over next 7 years expenditure for road renewal works would need to be maintained to maintain the road network in its current condition and to arrest the decline in the condition of the overall road network across the LGA.



Typical Asset Maintenance Planning Framework

Council will receive Federal Government Roads to Recovery (RTR) grant of $12,590,341 for the 2024 to 2029 funding period. The NSW government has temporarily paused the Regional Roads REPAIR Grant ($300,000), which affects both Greater Sydney and regional councils, from 2023/24 to 2026/27.

In this regard, council will seek grant funding opportunities such as Black Spot Funding, Safer Local Roads and Infrastructure Program, and ensure timely and appropriate utilisation and delivery of Roads to Recovery (RTR) Program.

Financial Year	Road Renewal Expenditure (Last 5 years)
2019/20	$7,306,639
2020/21	$11,093,232
2021/22	$10,668,365
2022/23	$11,140,942
2023/24	$7,089,347

Council's current road renewal ratio is 60%, but it requires an additional **$52,561,358.00** to bring existing roads assets to a Level 3 ‘Satisfactory’ rating. The expenditure for road asset renewal and replacement for the past 5 years, which has been insufficient.

Financial Year	Actual Road Renewal Funding Required
2025/26	$15,822,549
2026/27	$14,598,053
2027/28	$13,939,976
2028/29	$13,280,107
2029/30	$12,316,942
2030/31	$14,621,329
2031/32	$16,093,012

The rural road network, due to its advanced state of deterioration, will continue to decline unless a substantial boost in funding is provided to arrest this decline. However, these rural roads lie predominantly within the Southwest Priority Growth Area and the ensuing residential and commercial developments will ultimately see the full reconstruction, widening and upgrades to majority of the roads within this area. Alternative low-cost strategies, to hold these rural roads in a reasonable condition until such time as full reconstruction can occur, are provided in the Roads & Transport Asset Management Plan.

Some of the key issues facing Council's Road & Transport assets are:

Aging Infrastructure: Many roads and associated infrastructure built in the 1970s and 1980s are now approaching the end of their serviceable lives. While these assets were constructed to the standards of their time, they now require significant improvements and renewal to meet current acceptable standards for the community.

Network Expansion: Between 1995 and 2021, the road network grew by 53%, from 624 km to 959 km in length. Since 2021, an additional 32 km has been added, bringing the total length to 991 km.

Condition Deterioration: The average condition of the road network deteriorated between 2000 and 2012. Increased investment in the early phase of the current decade helped address this deterioration and improve network conditions. Although the average Pavement Condition Index (PCI) increased to 7.85 in 2014 due to high investment, failure to maintain the backlog and inadequate budgets have negatively impacted pavement performance in recent years. The current PCI in 2024 is 6.05.

Future Growth: The road network is expected to grow by another 180 km, or 20%, over the next 10 years. This growth will necessitate increased maintenance activities.

Rural Development: Development in rural areas is leading to increased traffic loadings that are unsuitable for the existing rural road pavements. This places additional pressure on already constrained maintenance budgets.

Additional factors contributing to Councils Roads Asset Management:

- Rising construction and maintenance costs, particularly in the post-COVID pandemic era;
- Prioritization of new road infrastructure over renewals and rehabilitations;
- Delays in road upgrades, which are often contingent on private developers as part of conditions for new developments;
- Limited availability of federal and state grant funding, as most road-related grants focus on new infrastructure rather than renewals and rehabilitations; and
- The impact of recent major flooding events, which have exacerbated the deterioration of the road network.

8 DRAINAGE AND FLOODPLAIN ASSETS

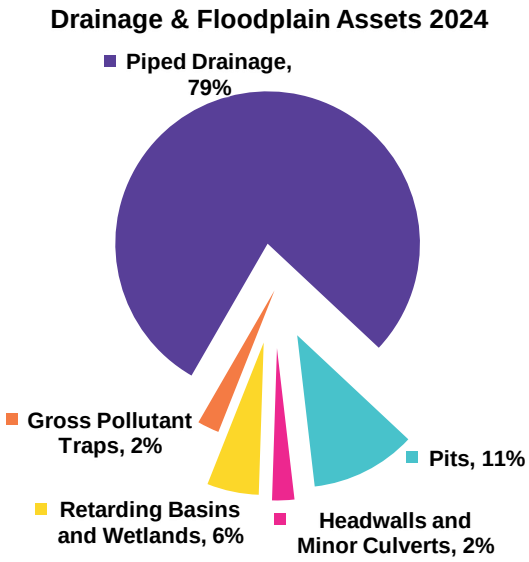
8.1 Drainage asset information and description

Council is responsible for the control and care of over 817km of piped drainage network and a range of associated drainage and flood management infrastructure, with a combined replacement cost of over $883 million.

The scope and value of Council's drainage and flood related infrastructure is shown below.

Drainage & Floodplain Assets	Quantity	Value ('000)
Piped Drainage	817 km	$694,955
Pits	31,523 No	$98,829
Headwalls and Minor Culverts	3,089 No	$20,826
Retarding Basins and Wetlands	336 No	$48,611
Gross Pollutant Traps	244 No	$20,461
TOTAL		**$883,683**

The following figure shows the makeup of all drainage and floodplain related infrastructure assets under the care and control of Liverpool City Council.



8.2 Condition and performance of drainage assets

The performance of the drainage network over time is directly related to its structural condition and serviceability. Detailed knowledge of the existing condition is essential to establish realistic service levels, intervention thresholds, and to develop responsive works programs within funding constraints.

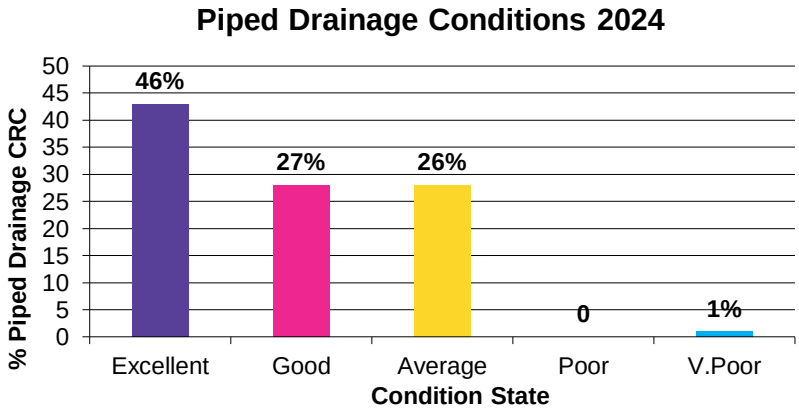
Council has been undertaking a comprehensive inspection program of its piped drainage network to assess its structural condition and hydraulic performance since 2009. This ongoing inspection

program utilizes close circuit television (CCTV) cameras to provide accurate condition and serviceability data and digital imagery of the pipe network. The objectives of this inspection are to:

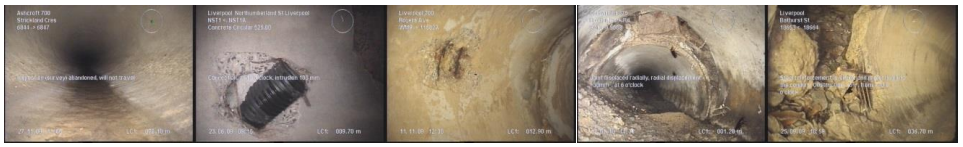
- Develop optimized maintenance and renewal programs.
- Formulate asset management plans.
- Value stormwater drainage structures to meet OLG requirements.

Although this data collection method is costly and time-consuming, it is the only reliable means of gathering valuable information on drainage assets that are predominantly underground. It is anticipated that the entire drainage network will be fully surveyed and assessed over the next ten years.

The following graph presents the average condition distribution of Council's piped drainage network based on the inspection and assessment of approximately 200 km of the network.



Photos below show the various condition states of stormwater drainage pipes.



Excellent	Good	Average	Poor	Very poor

The following table provides a summary of condition and performance information for the entire drainage and floodplain assets. Detailed information on each of these assets including asset condition, current and target performance, required maintenance and renewal activities, and corresponding funding requirements is contained in the Drainage & Floodplain Assets Management Plan.

Drainage & Floodplain Assets	Proportion of assets in each of the following condition state				
	Excellent	Good	Average	Poor	Very Poor
Piped Drainage	46%	27%	26%	0.5%	0.5%
Pits	52%	40%	8%	0.2%	0.2%
Headwalls and minor culverts	46%	12%	35%	4%	3%
Retarding Basins and Wetlands	22%	67%	11%	0%	0%
Gross Pollutant Traps	66%	33%	%	0%	0%

The condition of drainage assets has improved in general in comparison to the conditions observed in 2009. For example, condition of below average drainage assets has reduced from 3% in 2016 to only 2% in 2024. This is due to the increased renewal expenditure over the last few years and effective implementation of Council's asset management plan. Approximately 1% of the drainage pipes and 7% of headwalls are still at below average condition.

Inspections have identified a range of defects that, if unattended could affect long term performance of the piped drainage system. These defects include:

- pipe joint displacement - resulting from movements in surrounding soil or from poor compaction;
- multiple cracking & broken pipes - due to excessive loading or pipes of poor strength or incorrect classification;
- severe spalling, cracking and crushed pipes - from severe corrosion of reinforcement or excessive loading;
- root intrusion, heavy siltation & dumped litter - severe root intrusion can trap litter, debris and sediment and can also cause extensive cracking; and
- other intrusions - such as utilities or unauthorised service connections resulting in protrusions that compromise structural integrity and trap debris thereby affecting hydraulic performance of pipes.

Condition survey of all gross pollutant traps was completed in August 2022. Currently there is a routine inspection regime in place for GPTs that is carried out by a contractor engaged by City Works. Also, Council has completed comprehensive audit for existing GPTs within Georges River catchment.

8.3 Level of service

For Drainage and Floodplain assets, the level of service is typically defined by the capacity of stormwater drainage systems, the level of flood protection provided by flood management structures, and the quality of water reaching natural creeks and waterways. Below are examples of service level characteristics for key drainage and floodplain assets that have been used to guide the development of maintenance and renewal programs:

Drainage & Floodplain Asset	Levels of service characteristics
Stormwater drainage systems	▪ drainage capacity and efficiency ▪ structural integrity of drainage structures ▪ level of flood protection provided to properties and roads ▪ safety - pedestrian and traffic
Gross pollutant traps	▪ water quality

Drainage & Floodplain Asset	Levels of service characteristics
	▪ accessibility - for maintenance & cleaning ▪ safety - for operation and maintenance
Detention basins and wetlands	▪ structural integrity and adequacy ▪ flood retardation ▪ flood monitoring & warning ▪ quality of habitat and water body

The existing levels of service provided by Council's assets have been primarily determined through condition surveys and a rigorous in-house consultation process. This process involved examining historical patterns of customer complaints, nature of defects, responsiveness, and the quality of repairs.

A similar methodology was employed to develop desired levels of service and performance measurement processes. The gap identified between existing and desired service levels informed the development of asset management strategies and programs to achieve the required level of service over the term of this Plan. For example, the proposed piped drainage rehabilitation and restoration programs aim to progressively restore deteriorated pipe conditions to satisfactory levels.

8.4 Management of risks associated with drainage assets

Council has implemented many management practices and procedures to identify and manage risks associated with the management and operation of Council's drainage and flood plain assets. These include:

- monitoring condition and performance of drainage assets to predict future performance and potential asset failures through systematic periodic inspections and condition assessments;
- undertaking comprehensive flood studies including developing and implementing LGA wide floodplain risk management plans to mitigate potential risks from both, mainstream and overland flooding;
- renewing and upgrading assets to maintain service delivery; and
- acquiring or constructing new assets to mitigate risks from flooding.

8.5 Lifecycle management plan for drainage assets

Unlike most other assets, because drainage assets are generally not subjected to dynamic loading, these assets if built properly and under appropriate conditions can remain in a satisfactory condition for extended periods of time. The following outlines all management options over the life of drainage assets, from creation to disposal, that are considered necessary to manage and operate the drainage network at the desired levels of service while optimising life cycle costs.

8.5.1. Operations and maintenance plan

The following lists typical operational activities for drainage assets, which are undertaken to ensure efficient operation and serviceability of these assets:

- ongoing CCTV inspection and condition assessment of drainage systems;
- litter removal from GPTs and piped drainage network;
- mowing and upkeep of flood retarding basins;

- mowing, upkeeping and cleaning of water quality improvement devices;
- routine and reactive maintenance of specialised water quality improvement devices such as bio-filters;
- ongoing monitoring and reporting of dam water levels; and
- surveillance and assessment of prescribed detention basins.

Most of the routine operating activities mentioned above are expected to continue into the future without significant changes. However, the recent introduction of water quality improvement devices, along with the specialist skills and techniques required for their operation and maintenance, will significantly increase future operation and maintenance costs. While a nominal allowance has been included in the future expenditure forecast, Council will update this forecast with more realistic figures once these costs are better understood.

Drainage maintenance activities encompass day-to-day operations aimed at preventing asset failure and addressing malfunctions or failures as they arise. These activities include emergency pipe and pit repairs, removal of major root intrusions using robotic cutting tools, high-pressure pipe jetting, and major cleaning operations. These measures are essential to preserve the performance and serviceability of drainage systems and to minimize the need for costly rehabilitation treatments.

The 10-year financial forecast is based on maintaining the current level of operating and routine maintenance expenditure throughout the term of this plan. These expenditures are aligned with existing and adopted service level standards applied to both existing and new assets.

8.5.2. Restoration and renewal plan

As previously stated, systematic condition surveys of drainage and floodplain-related assets have provided valuable data to objectively assess their current condition and performance. This data has enabled Council to proactively develop maintenance and renewal strategies and programs that are both responsive and cost-effective. The inspections have identified the need for the following broad categories of drainage renewal and replacement activities, which are expected to improve hydraulic performance and significantly extend service lives:

- restoration of piped drainage system through relining of long lengths of existing deteriorated pipes. This trenchless method of pipe restoration method uses robotic techniques to apply a PVC liner within existing pipes to restore structural integrity and flow efficiency;
- restoration of piped drainage system through application of structural patches to isolated failures within pipes. Again, this trenchless method of pipe restoration method uses robotic techniques to apply polyurethane resin patches that provide long term structural enhancement and seals against root intrusion; and
- replacement of failed pipes that have deteriorated beyond economic repair.

To efficiently deliver identified works, Council established long-term contracts in February 2010 with a panel of contractors specializing in drainage rehabilitation. These contracts cover ongoing maintenance and renewal of stormwater drainage pipes.

The priority selection system for the restoration, renewal, and replacement of drainage systems is based on asset condition assessments and other performance parameters, including the strategic location of pipes, flooding risks, and safety considerations.

8.5.3. Enhancement and expansion plan

Drainage enhancement and expansion works have been identified to address capacity constraints or to meet development needs.

Growth related - subdivision developments

The need for new drainage and flood management infrastructure, as well as major improvements to several existing assets, has been identified by Council to support the future residential and industrial release areas of Liverpool.

This Asset Management Plan outlines the necessity for new drainage and flood management infrastructure and significant upgrades to existing infrastructure to accommodate the anticipated residential and industrial growth in the Liverpool LGA, particularly in the South West Priority Growth Area (SWPGA) and the Western Sydney Airport (WSA) areas at Badgerys Creek. The new airport is expected to drive higher population and economic growth, increasing infrastructure demand in the CBD and surrounding areas.

Recent catchment studies in the Austral and North Leppington areas have identified the need for 19 detention basins and associated assets over the next 10 years. Additionally, 2 basins and associated stormwater infrastructure, including 7 raingardens and a trunk drainage system, will be constructed within this period.

Major flood detention basins are scheduled for delivery in Edmondson Park during the 2025-2026 period.

Furthermore, Council plans to deliver 30 to 40 Gross Pollutant Traps (GPTs) over the next 10 years.

Capacity driven developments

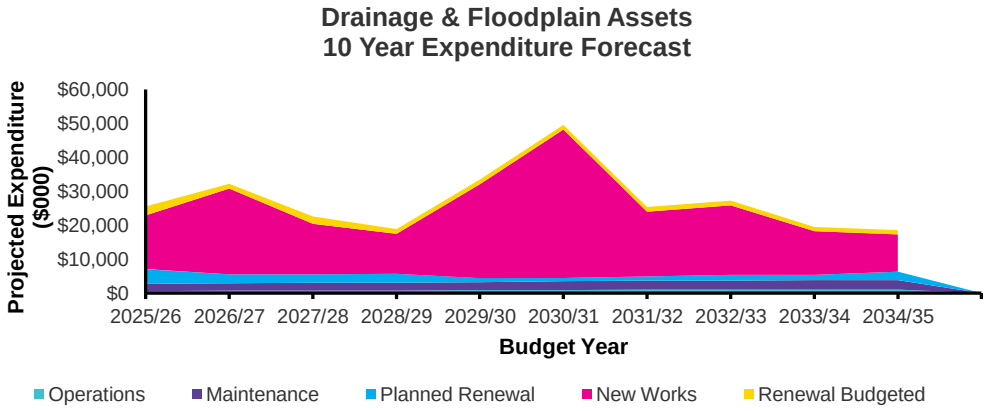
Council has also identified the need to upgrade of its drainage assets to improve current capacities and to alleviate flooding problems:

- widening and realigning of Brickmakers Creek to enhance flow capacity and alleviate flooding in the northern CBD including flooding of major state highways including Hume Highway, Cumberland Highway and Elizabeth Drive;
- creek enhancement works at Seventeenth Avenue, Austral;
- flood mitigations - Overland Flows M7 Shared path; and
- Casula Parklands, Casula Drainage Improvement works.

8.6 Summary of projected financial expenditure

The following presents a summary of ten-year expenditure forecast for drainage and floodplain assets based on program of works attached in Appendix A.

Budget Year	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	1	2	3	4	5	6	7	8	9	10
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Floodplain and Drainage Asset Activities	$22,870	$30,840	$20,380	$17,406	$31,994	$48,203	$24,018	$25,884	$18,220	$17,262
Operations	$641	$697	$732	$761	$825	$922	$969	$1,003	$1,019	$1,035
Maintenance	$2,157	$2,239	$2,296	$2,345	$2,434	$2,565	$2,633	$2,697	$2,742	$2,783
Planned Renewal	$4,239	$2,552	$2,558	$2,549	$1,153	$975	$1,372	$1,711	$1,674	$2,569
Renewal Budgeted	$2,719	$1,338	$2,150	$1,400	$1,400	$1,350	$1,350	$1,350	$1,350	$1,350
New Works	$15,833	$25,351	$14,795	$11,751	$27,582	$43,742	$19,044	$20,473	$12,785	$10,875



As with other asset classes, funding for the corresponding program of works will be determined annually when the budget is formulated and adopted by Council.

Council's Stormwater Management Service Charge generates approximately $1.2 million annually. It provides a sustainable funding source for Council`s stormwater management program. This funding has enabled the implementation of enhanced maintenance and renewal programs.

Key issues facing the management of Council's Drainage assets include:

1. **Assessment Challenges**: The existing drainage system predominantly comprises underground pipes and pits, which can only be properly assessed using CCTV. This method is costly and time-consuming, allowing only 10-15 km of the piped network to be assessed each year. Consequently, the condition of the entire drainage network will continue to be estimated from collected data for asset management and valuation purposes.

2. **Condition Decline**: Inspections and assessments have shown that a significant proportion of the drainage system is still in below-average condition. Council's drainage renewal and rehabilitation program will face ongoing challenges in arresting this decline.

3. **Network Growth**: The drainage network and associated infrastructure are expected to grow by another 170 km, or 24%, over the period of this Plan. This growth will necessitate increased operation and maintenance activities.

4. **Water Sensitive Urban Design (WSUD)**: Current initiatives towards water-sensitive urban designs (WSUD) have introduced new types of assets and devices for stormwater quality improvement. These will require more structured and sometimes more intensive maintenance practices.

5. **Property Acquisition Scheme**: Council's voluntary property acquisition scheme in Moorebank, aimed at mitigating adverse impacts of flooding from the Georges River, has not progressed as anticipated due to a lack of interest from property owners.

6. **Flood Detention Basins**: Four large flood detention basins have been built to facilitate development within the Cabramatta Creek catchment. These basins place additional burdens

on Council resources due to stringent monitoring and surveillance requirements imposed by the NSW Dam Safety Committee.

9 BUILDING MANAGEMENT PLAN

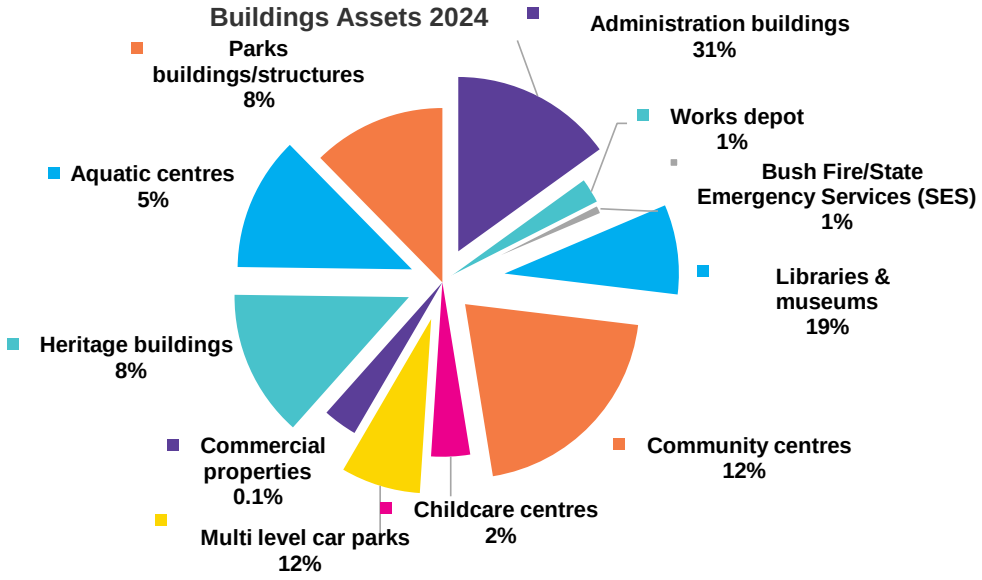
9.1 Building information and description

Council has in its ownership, care and control approximately 228 building assets covering its commercial, operational, community, recreation, cultural and heritage services, with a combined current replacement cost of more than $593 million. The age of the buildings and their types are varied, with many built in the late 1950s and 1960s and several are specialised structures including parking stations, large aquatic centres and heritage buildings.

The scope and value of Council's building related infrastructure is shown below.

Building Asset	Quantity (number)	Value ('000)
Admin Building	3	$186,622
Aquatic Centres	6	$32,344
Bush Fire / SES	11	$4,373
Childcare Centres	10	$10,270
Commercial Properties	3	$677,837
Community Centres	39	$69,914
Heritage Buildings	13	$48,296
Libraries, Museums	5	$111,747
Multi Level Car Parks	3	$70,803
Parks Buildings / Structures	122	$49,858
Works Depot	13	$8,501
TOTAL	**228**	**$593,407**

The following figure shows the makeup of all building and structural assets under the care and control of Liverpool City Council.



9.2 Condition and performance of building assets

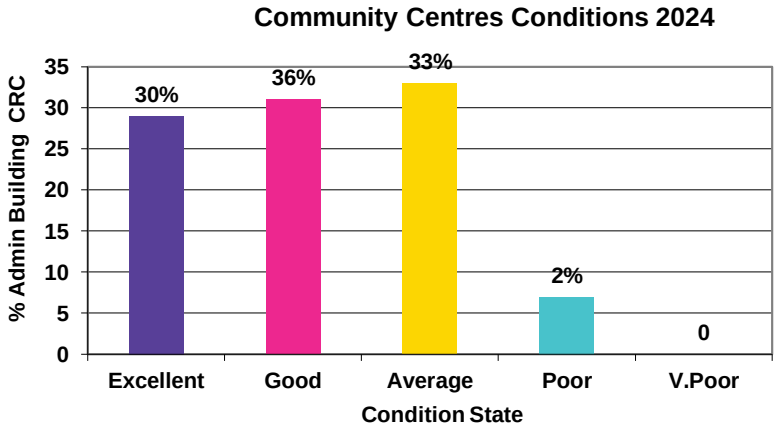
Council programmed inspection of building assets to optimise maintenance and renewal. Condition surveys of these buildings also provide necessary data to support future maintenance, rehabilitation and upgrades.

A general inspection of building assets commenced in 2023 as part of ongoing inspections and condition surveys of Council assets. The surveys involved visual inspections and assessments to determine the general condition and suitability of all building facilities in view of its current usage. Further detail inspection of Council's entire Building portfolio has recently started with inspection of community facilities, childcare centres and sports amenity completed. A comprehensive capital works program and maintenance program is being developed based on this latest information. The information gathered will also enable to:

- development of asset management plans;
- rationalisation of building asset portfolio based on the current and future utilisation; and
- valuation of buildings as per requirements of the Office of Local Government.

Further data collection is underway to capture the condition of more specialised elements of the leisure centre buildings such as electrical, plumbing, essential services, security and air conditioning systems.

The following graph presents average condition distribution of Council's Community Facilities portfolio:



Photos below show the various condition states of building infrastructure.



Excellent	Good	Average	Poor	Very poor

A detailed condition assessment of Childcare Centres, Community Facilities and Parks Buildings has recently been completed. Building asset renewal program has been informed by this comprehensive condition information.

The following table provides a summary of condition and performance information for the entire building assets. Detailed information on each of these assets including asset condition, current and target performance, required maintenance and renewal activities, and corresponding funding requirements is contained in the Building Assets Management Plan.

Building Assets	Proportion of assets in each of the following condition state				
	Excellent	Good	Average	Poor	Very Poor
Admin Building	67%	2%	31%	0%	0%
Aquatic Centres	4%	12%	84%	0%	0%
Bush Fire / SES	58%	15%	27%	0%	0%
Childcare Centres	5%	53%	34%	7%	0%
Commercial Properties	0%	0%	72%	9%	19%
Community Centres	30%	36%	31%	2%	0%
Heritage Buildings	25%	59%	13%	2%	1%
Libraries, Museums	63%	17%	20%	0%	0%
Multi-Level Car Parks	53%	0%	45%	0%	0%
Parks Buildings / Structures	36%	14%	47%	3%	1%
Works Depot	4%	8%	81%	2%	5%

As can be seen, a substantial proportion of the buildings are at Average or below Average condition overall and this has critical implications on the allocation of maintenance funding. The large proportion of the buildings in a Poor to Very Poor condition relates to secondary buildings or parts of buildings such as storage facilities and public toilets associated with sporting facilities, works depot and the fire services.

9.3 Level of service

The buildings asset management plan is based on providing acceptable, accessible and functional building assets to support the delivery of Council's services to the community. As with other asset classes, the existing levels of service provided by Council's building assets have been determined predominantly through condition surveys as well through a rigorous in-house consultation process which involved examination of historical patterns of complaints, defects, responsiveness and quality of repairs.

Similar process has been used to develop desired levels of service and performance measurement processes and has formed the basis for:

- prioritising future maintenance and renewal activities
- determining standard of new building assets and their functional features
- planning upgrade requirements for existing assets
- determining response times to requests for maintenance (e.g. leaky toilets)

Following analysis of service levels, this Plan documents:

- required financial resources over the short and the long-term to meet the target service levels
- required condition monitoring of building assets to manage the physical state and the service potential of the assets
- prioritisation mechanisms to enable Council to target funds more appropriately

9.4 Management of risks associated with building assets

An assessment of risks associated with service delivery from building assets has identified a range of potential risks to Council. The following management practices and procedures have been implemented to manage risks associated with the management and operation of Council's building assets:

- monitoring condition and performance of building assets to predict future performance and potential asset failures through systematic periodic inspections and condition assessments;
- undertaking regulatory inspections of essential services and utilities to ensure satisfactory performance of safety monitoring systems; and
- renewing and upgrading assets to maintain service delivery.

Council has also initiated to develop asset specific asset management plan of its critical building facilities such as leisure centres, community centres and childcare facilities. This will help Council to proactively manage these facilities and eliminate or reduce service interruptions.

9.5 Lifecycle management plan for building assets

The lifecycle management plan for buildings details how Council plans to manage and operate these assets at an acceptable level of service while optimising life cycle costs. Assets are created and acquired to deliver required Council services. These assets are operated and maintained throughout their useful life, and their performance and condition are monitored to ensure they deliver the necessary service. Over the life of the assets, there will come a point where the asset is no longer performing at a satisfactory level and may require rehabilitation to restore service life.

This Plan outlines a range of management activities that will be required over the long term to ensure the building assets continue to deliver the required services to acceptable levels.

9.5.1. Operations and maintenance plan

Maintenance of council buildings has traditionally been undertaken by various areas of Council which has resulted in an ad hoc approach to building and facilities maintenance. This approach has also resulted in certain buildings not receiving adequate levels of maintenance at all and this is reflected in the overall condition of council's buildings.

Further, and in light of the overall average to poor condition of buildings, Council's maintenance approach has become more reactive responses rather than proactive programmed and preventative maintenance. This reactive approach to maintenance has meant that some buildings are left for lengthy periods without maintenance and in some cases left to gradually deteriorate to levels that are beyond rehabilitation.

In developing this asset management plan, Council has commenced a process to rationally allocate maintenance effort to individual buildings based on condition, functionality, usage and desired service levels. Council has also developed a range of intervention criteria for reactive responses as well as preventative actions.

The asset management plan for Council buildings also documents regular monitoring and inspection activities to enable:

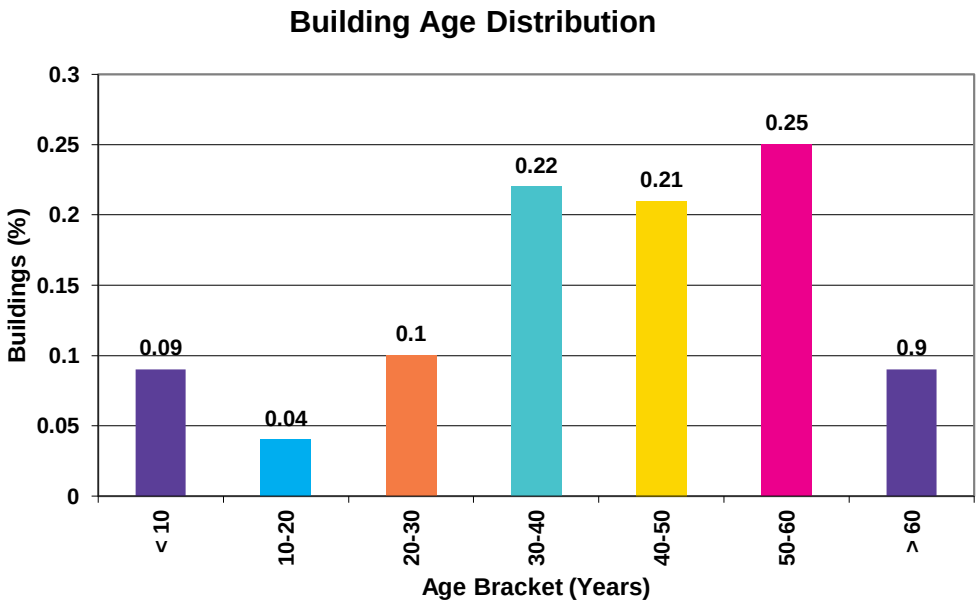
- condition assessments for renewal planning;
- updating of risk management plans;
- updating of insurance for the entire building portfolio;
- better understanding of standard of presentation and level of usage; and
- necessary modifications to programmed maintenance.

The long-term forecasts for operational activities and expenditures have been developed based on projecting the current activities and cost over the next ten years. The maintenance forecasts at this stage, are based on written down value of the building portfolio. These forecasts will be improved as maintenance practices are improved and better information on required maintenance activities become available.

9.5.2. Restoration and renewal plan

As defined earlier, renewal activities and costs include major works that do not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential.

Buildings renewals are initially identified based on remaining useful life of the asset. Assets identified for renewal are inspected to verify the accuracy of its remaining life and to enable development of renewal strategy and estimates. Identified buildings are assessed against established service delivery priorities and ranked accordingly in Council's works program. Asset renewals aim to restore the service potential or future economic benefits of the asset by renewing the assets at a cost less than replacement cost. Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The age profile of Council's building assets is shown below.



Over **55%** of Council's current building stock is 40 years or older. Further assessments of these buildings based on risk, maintenance and function of the building will need to be undertaken to determine appropriate response.It should be noted that the age of the building is not the only factor that determines its functionality and performance. Timely intervention through a proactive maintenance program will, in most cases, extend the serviceable life of the building allowing it to continue to provide the desired level of service.

9.5.3. Enhancement and expansion plan

Several building enhancement programs have been identified to address the functionality and capacity of a number of existing buildings.

Council has identified and constructed additional community facilities and a library in Carnes Hill and additional community facilities in Prestons to support growth projected within the western areas of Liverpool LGA.

Also, Council has also successfully delivered Lurnea Community Hub project at Phillips Park, Lurnea. The project is in an established suburb, characterised by low socio-economic status and high levels of ethnic diversity. Through the development of community and recreation infrastructure, coupled to the adaptation of under-utilised land, the project will act as a catalyst for wider urban renewal and economic regeneration.

Besides, Council completed construction of a new amenities building near the water play area and a new storage building adjacent to the cafe area in Bigge Park.



New roof - Warwick Farm Community Centre



New roof - Frank Oliveri Community Hall



New Solar Panel - Hinchinbrook Community Centre



New solar panel - Warwick Farm Community Centre

9.5.4. Major community facilities

Council continued its program of major enhancements and expansion activities undertaking major upgrades and provision of new assets to address capacity constraints and meet Council's strategic objectives. This includes:

- Completion of the $228 million new Liverpool Civic Place - Commercial Tower and Liverpool Civic Place -Library.



Liverpool Civic Place - Commercial Tower



Liverpool Civic Place - Library

9.5.5. Decommissioning and disposal plan

Currently, Council does not have a strategy for the planned decommissioning and disposal of Council buildings. However, changing demand for services resulting from the following will create a need for an building asset disposal plan.

- introduction of new community facilities due to changes to usage patterns;
- development of community hubs;
- need to relocate community buildings closer to strong transport links or commercial centres to make facilities more accessible to the wider community; and
- merging community and sporting groups to maximise utilisation.

Council has begun to review the utilisation and service potential of its entire building portfolio. As a result, Council will be undertaking a review of its current Community Facility Strategy and Recreation, Open Space and Sports Strategy progressively.

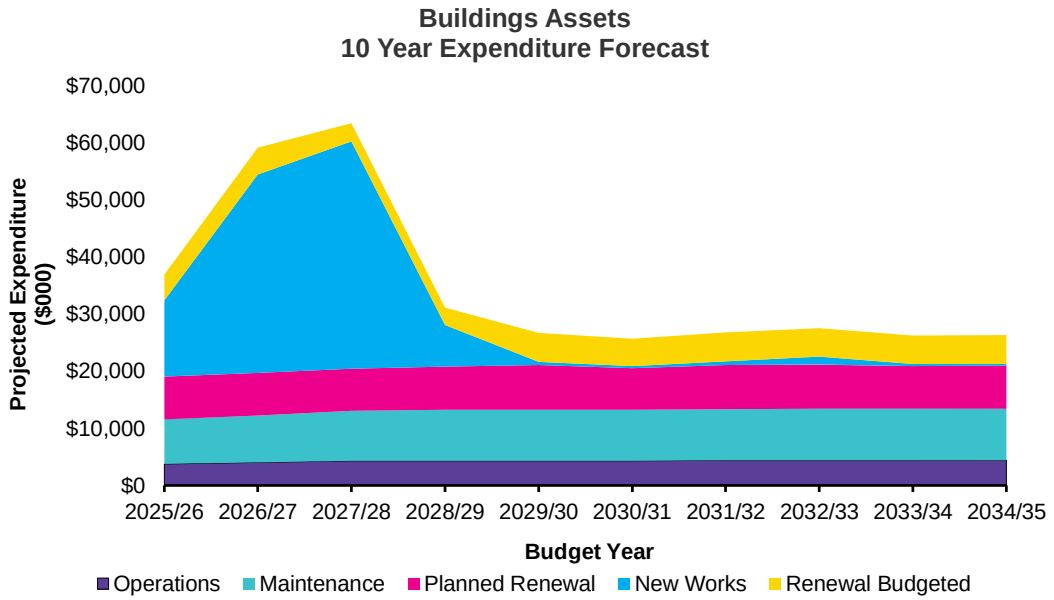
Meanwhile, Building Asset Management Plan has been reviewed and updated in 2024/25 with the latest building condition data and building asset revaluation information.

Asset disposal costs will only be recognised in the 10-year plan once a management strategy is in place for disposing and decommissioning of buildings.

9.6 Summary of projected financial expenditure

The following presents a summary of the ten-year expenditure forecast for building assets.

Budget Year	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	1	2	3	4	5	6	7	8	9	10
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Buildings Asset Activities	**$32,385**	**$54,372**	**$60,190**	**$28,036**	**$21,646**	**$20,867**	**$21,686**	**$22,534**	**$21,256**	**$21,279**
Operations	$3,780	$4,005	$4,263	$4,319	$4,333	$4,346	$4,360	$4,380	$4,392	$4,405
Maintenance	$7,770	$8,234	$8,763	$8,878	$8,908	$8,934	$8,963	$9,003	$9,029	$9,055
Planned Renewal	$7,501	$7,488	$7,390	$7,552	$7,795	$7,207	$7,782	$7,731	$7,494	$7,499
Renewal Budgeted	$4,485	$4,678	$3,178	$3,073	$4,998	$4,788	$5,047	$4,996	$4,976	$4,996
New Works	$13,335	$34,645	$39,774	$7,287	$610	$380	$580	$1,420	$340	$320



As can be seen, both operational and maintenance costs will stay relatively stable growing at approximately 3 to 4% annually over the next 10 years.

As with other asset classes, funding allocated for corresponding program of works, will be determined each year when the annual budget is formulated and adopted by Council. The following lists some of the key issues facing the management of Council's building assets:

- Majority of Council's buildings do not generate income that could be used to offset the cost of maintenance and renewal;
- A proportion of the buildings were found to be at overall average condition. A large proportion of the buildings in this condition relate to secondary buildings, or parts of buildings including storage facilities and public toilets associated with sporting facilities and works depot. These facilities are considered to be fit for the intended purpose with lower maintenance requirements.

- malicious damage to sports amenity buildings due to its location within reserves and inadequate surveillance require higher than normal maintenance.
- addition of new community facilities to existing deteriorating asset stock will place a significant burden on Council's financial resources.

There are known design flaws and construction defects in the roofing of the community facility at Phillips Park in Lurnea. This scenario of premature defects exerts enormous financial pressure on the recurrent maintenance budget. Due to a lack of planned maintenance budget to address these defects and considering the community facility is only 2 years old, unfortunately, the Council is now persuaded to claim warranty becomes the lesson for future improvements.

10 PARKS AND RECREATION ASSETS

10.1 Information and description of parks & recreation assets

Council manages a portfolio of more than 500 open spaces, consisting of regional, district and local parks and reserves, and natural bushland areas. These spaces include various sporting and recreation facilities, to enable both active and passive use by the community. The portfolio includes 222 sporting and recreation and facilities including soccer and rugby fields incorporating cricket pitches, netball courts, tennis courts, cricket practice nets, play spaces, skate parks and boat ramps. These assets cover more than 1400 hectares of land with a combined Gross replacement cost of $158 million.

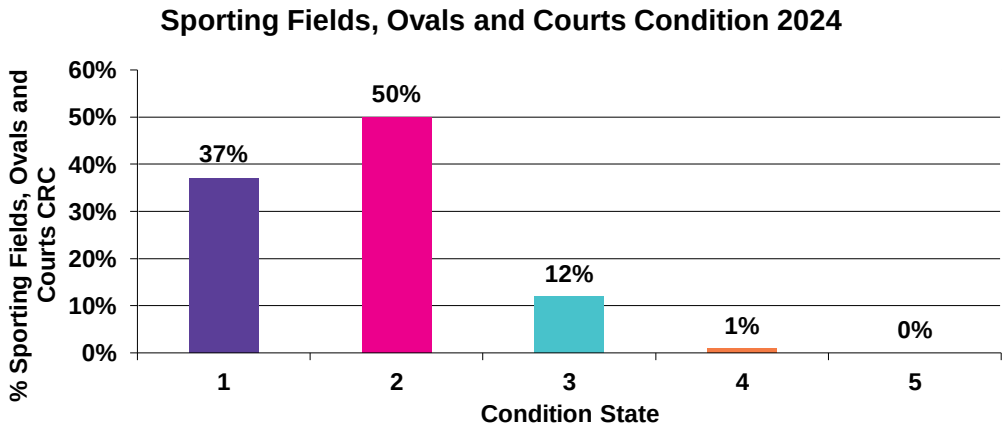
The scope and value of Council's parks and recreation related infrastructure is shown below.

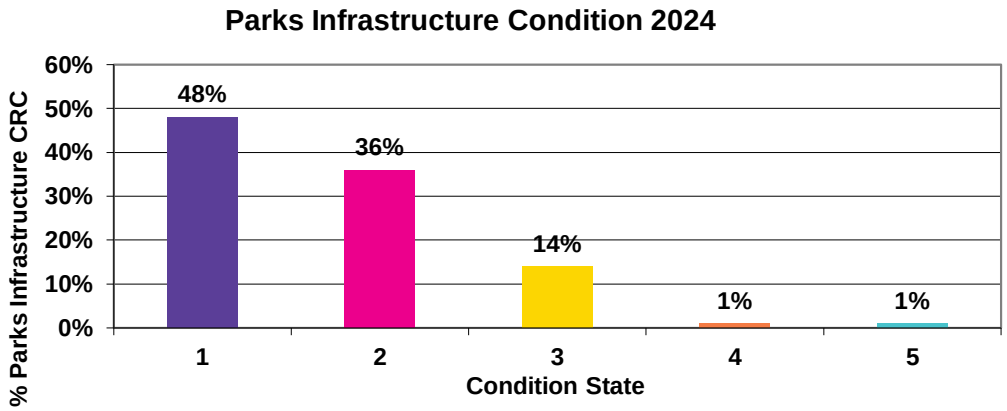
Parks & Recreation Asset	Quantity	Value ('000)
Sporting Fields, Ovals and Courts (no.)	222	$42,818
Parks Infrastructure (no. of Parks)	512	$61,433
Playground Equipment (no.)	222	$54,068
TOTAL		**$158,321**

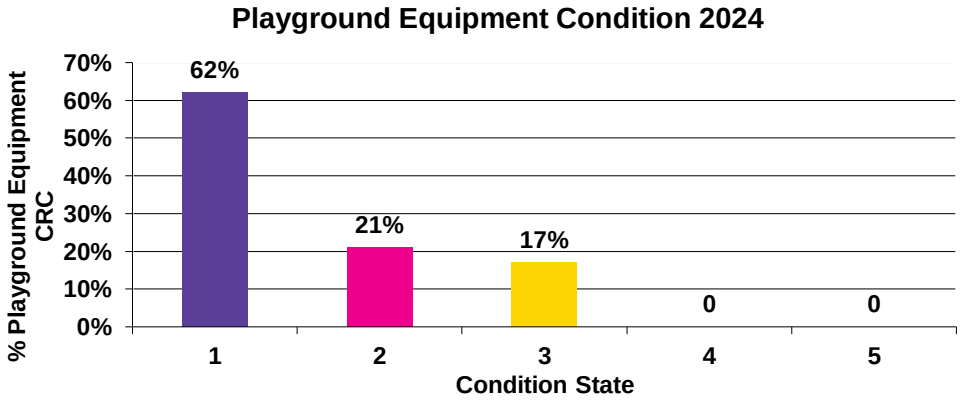
The following figure shows the makeup of all parks and recreation related infrastructure assets under the care and control of Liverpool City Council.

10.2 Condition and performance of Council's parks & recreation

Council undertakes annual condition audits of its playground related assets in accordance with Australian Standards and the following graph presents average condition distribution of Council's parks and recreation assets in 2024.







Photos below show the various condition states of playground assets.



Excellent	Good	Average	Poor	Very poor

The following provides a summary of condition and performance information for some of Council's key recreation assets. Detailed information on each of these assets including asset condition, current and target performance, required maintenance and renewal activities, and corresponding funding requirements is contained in the Parks and Recreation Asset Management Plan.

Parks & Recreation Assets	Proportion of assets in each of the following condition state				
	Excellent	Good	Average	Poor	Very Poor
Sporting Fields/Ovals/Courts	37%	50%	12%	1%	1%
Parks Infrastructure	48%	36%	14%	1%	1%
Playground Equipment	62%	21%	17%	0%	0%

The above table shows that a substantial proportion of council's recreation assets are above average condition overall.

10.3 Level of service

The asset management plan for parks and recreation assets focuses on providing safe and functional assets to support the delivery of Council's services to the community. Similar to other asset classes, the existing levels of service for Council's parks and recreation assets have been primarily determined through condition surveys and a thorough in-house consultation process. This process involved examining historical patterns of complaints, defects, responsiveness, and the quality of repairs.

Similar process has been used to develop desired levels of service and performance measurement processes and has formed the basis for the following:

- prioritising future maintenance and renewal activities;
- determining standard of new parks and recreation assets and their functional features;
- planning upgrade requirements for existing assets; and
- determining response times to requests for maintenance.

Following analysis of service levels, this Strategy and Plan documents:

- required financial resources over the short and the long-term to meet the target service levels;
- required condition monitoring of parks and recreation assets to manage the physical state and the service potential of the assets; and
- prioritisation mechanisms to enable Council to target funds more appropriately.

10.4 Management of risks associated with parks & recreation assets

An assessment of risks associated with service delivery from park assets has identified a range of potential risks to the Council. To manage these risks, the following management practices and procedures have been implemented for the management and operation of Council's parks and recreation assets:

- monitoring condition and performance of parks and recreation assets to predict future performance and potential asset failures through systematic periodic inspections and condition assessments;
- undertaking regulatory inspections of playgrounds and associated assets to ensure satisfactory performance; and
- renewing and upgrading assets to maintain service delivery.

10.5 Lifecycle management plan for parks & recreation assets

The lifecycle management plan for parks and recreation asset outlines how the Council plans to manage and operate these assets at an acceptable level of service while optimizing lifecycle costs. Assets are created and acquired to deliver the required Council services. These assets are operated and maintained throughout their useful life, with their performance and condition monitored to ensure they deliver the necessary service. Over time, assets may no longer perform at a satisfactory level and may require rehabilitation to restore their service life.

This plan details a range of management activities that will be required over the long term to ensure that parks and recreation assets continue to deliver the required services at acceptable levels.

10.5.1 Operations and maintenance plan

Operational activities for park and recreation assets include ongoing inspections, condition assessments. A major component of the operations expenditure comprises utility and lighting charges.

Routine maintenance activities comprise a mixture of planned and unplanned works, which include the following:

- mowing of Council's large number of parks and recreation;
- response to repairs resulting from vandalism; and
- intensive maintenance following high levels of seasonal use.

These activities and costs are projected to grow in line with growth of Council's infrastructure asset base.

10.5.2 Restoration and renewal plan

Renewal of park assets is initially identified based on remaining useful life of the asset. Assets identified for renewal are inspected to verify the accuracy of its remaining life and to enable development of renewal scope and estimate. Identified Park assets are assessed against established service delivery priorities and other performance criteria and ranked accordingly in Council's works program. Typical renewal activities for park assets include:

- programmed replacement of playground equipment;
- replacement of flood lighting to sporting field and facilities; and
- replacement and refurbishment of sports courts and sports grounds.

Asset renewals aim to restore the service potential or future economic benefits of the asset by renewing the assets at a cost less than replacement cost. Projected future renewal expenditures are forecast to increase over time as the asset stock ages.

10.5.3 Enhancement and expansion plan

Several park and recreation enhancements and upgrades have been identified to meet changing demand and to improve functionality and utilisation of a number of council's recreation facilities. Council is also planning to upgrade and enhance other major parks and recreations as identified in Recreation, Open Space and Sports Strategy 2018 – 2028.

The proposed enhancements will increase the aesthetic appeal as well as safety of the identified park and recreation assets. The typical activities will include:

- provision and upgrading of irrigation systems to green areas;
- provision of floodlighting to sports fields to reduce risk of injury; and
- playground upgrades to address safety issues.

In addition to upgrades to existing facilities, Council has also identified the need for additional recreation services and community infrastructure to meet the increasing demand in the new release areas of the Liverpool LGA.

Council completed construction of Cirillo Reserve Sporting Complex at Middleton Grange at a cost of $10.4m - located seven kilometres west of Liverpool CBD in the new residential suburb of Middleton Grange, the greenfield site was characterised by recreation adjacent to low-rise residential development, Middleton Grange Public School and publicly accessible streets. The suburb of nearly 8,000 people had no community infrastructure.



Cirillo Reserve Sporting Complex

Moreover, the Recreation, Open Space and Sports Strategy (2018 – 2028) provides a number of key strategies and directions that will help shape the future recreation needs of Liverpool LGA. Following are some of the key achievements in the 2023/24 as a part of delivering the strategy.

Council spent more than $8 million new infrastructure, along with renewals and improvements to existing infrastructure, at many of its existing parks and recreations asset, including upgrades to sporting fields and play spaces. Some of the key achievements include:

- In line with Play Equipment Asset Management Plan, Council has continued to implement its capital works priority program to renew, replace and provide shade to its playgrounds. Shade structures were provided over three playgrounds and rubber soft-fall surfacing was replaced at seven playgrounds at the following locations at a total cost of approximately $502,000.

    - Bringelly Reserve, Bringelly - coloured soft-fall upgrade and shade;
    - Pullbrook Park, Casula – coloured soft-fall upgrade and shade;
    - Jacqui Osmond Reserve, Warwick Farm - coloured soft-fall upgrade and shade;
    - Mubo Park, Holsworthy - coloured soft-fall upgrade;
    - Malinya Park, Moorebank – coloured soft-fall upgrade;
    - Metcalfe Park, Moorebank - coloured soft-fall upgrade; and
    - Topin Park, Moorebank – coloured soft-fall upgrade.

- Council continued its program of delivering outdoor gyms to key locations across the LGA, with 36 gyms installed to date at a total cost of over $314,000 in 2023/24. This includes new outdoor gyms at:
    - Grimson Park, West Hoxton;
    - Bradshaw Park, Miller; and
    - Australis Park, Wattle Grove.
- Council's program of improving local parks continued, including with the completion of design, refurbishment and enhancement works at Cole Park in Moorebank and Cartwright Park in Cartwright, at a cost of $242,000.
- Council provided a viewing platform at Stante Reserve in Middleton Grange at a cost of $290,000.
- Council's program of improving lighting within its key suburb parks continued with new solar light installations completed at a total cost of $282,000 at the following locations:
    - Casula Parklands, Casula - pathway lighting;
    - Pullbrook Park, Casula - playground lighting;
    - Jacqui Osmond Reserve, Warwick Farm - playground lighting; and
    - Bringelly Reserve, Bringelly - playground lighting.
- Council completed the installation of an electronic scoreboard at Cirillo Reserve in Middleton Grange at a cost of $162,000.



Outdoor Fitness Gym, Grimson Park, West Hoxton



New Shade Structure - Pullbrook Park, Casula



Soft-fall upgrade – Malinya Park, Moorebank



Colour soft-fall upgrade - Mubo Park, Moorebank



Viewing Platform – Stante Reserve, Middleton Grange



Solar pathway lighting – Casula Parklands, Casula

10.5.4 Decommissioning and disposal plan

Council presently does not have a strategy for the planned decommissioning and disposal of council's parks and recreation assets. However, asset condition and changing demand for services, particularly from the following, will create a need for an asset disposal plan;

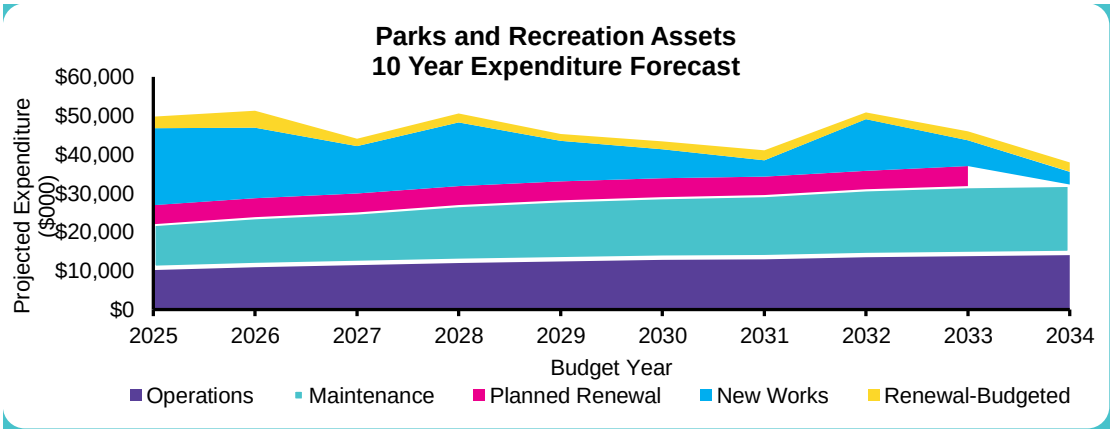
- changing demographics resulting in altered usage patterns;
- development of community hubs; and
- merging community and sporting groups to maximise utilisation.

Asset disposal costs will be recognised in the 10-year plan once a management strategy is in place for disposing and decommissioning of parks and recreation assets.

10.6 Summary of projected financial expenditure

The following presents a summary of ten-year expenditure forecast for parks and recreation assets

Budget Year	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	1	2	3	4	5	6	7	8	9	10
	'$'000	'$'000	'$'000	'$'000	'$'000	'$'000	'$'000	'$'000	'$'000	'$'000
Parks and Recreation Asset Activities	$46,736	$46,963	$42,130	$48,211	$43,547	$41,357	$38,467	$49,113	$43,658	$40,361
Operations	$10,747	$11,466	$11,961	$12,607	$13,037	$13,358	$13,554	$14,088	$14,376	$14,544
Maintenance	$11,254	$12,311	$13,028	$14,294	$15,074	$15,629	$15,933	$16,922	$17,400	$17,634
Planned Renewal	$4,910	$4,882	$4,905	$4,980	$4,967	$4,839	$4,810	$4,810	$5,238	$4,800
Renewal-Budgeted	$3,020	$4,310	$1,980	$2,390	$1,780	$2,020	$2,560	$1,770	$2,310	$2,370
New Works	$19,826	$18,304	$12,237	$16,329	$10,469	$7,531	$4,170	$13,292	$6,643	$3,383



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

As with other asset classes, funding allocated for corresponding program of works will be determined each year when the annual budget is formulated and adopted by Council. From the above graph the following is noted:

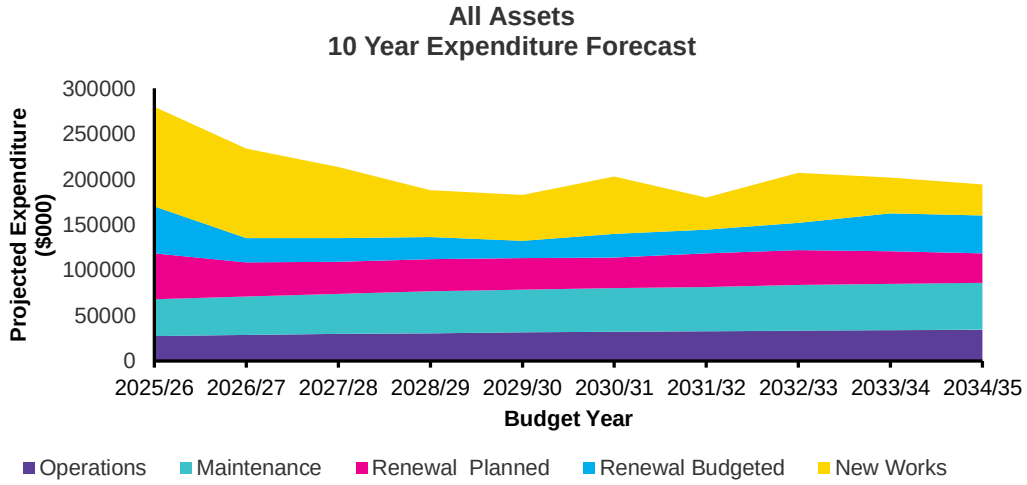
- With the exception of sports fields, which charge a small lease fee, the majority of Council's parks do not generate income and are unable to offset the long-term cost of maintenance and renewal; and
- The continual growth and development of new recreation facilities when added to existing deteriorating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

11. FINANCIAL FORECASTS

This section outlines the long-term financial requirements resulting from all the information presented in the previous sections of this asset management plan and is based on expenditure forecast for each of the individual asset groups contained in Sections 6 to 10.

11.1 Ten-year financial forecast

The ten-year financial projections are shown below for planned operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets). A detailed program of capital works for all assets is attached as Appendix A.



Budget Year	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	1	2	3	4	5	6	7	8	9	10
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Asset Activities	$228,008	$206,681	$187,312	$163,530	$163,811	$177,062	$153,666	$176,997	$160,591	$153,147
Operations	$27,444	$28,701	$29,688	$30,652	$31,368	$32,004	$32,467	$33,289	$33,844	$34,277
Maintenance	$40,516	$42,507	$44,114	$45,885	$47,089	$48,104	$48,807	$50,283	$51,216	$51,902
Renewal Planned	$50,541	$37,151	$35,403	$35,625	$34,742	$33,495	$37,020	$38,454	$35,886	$32,357
Renewal Budgeted	$51,659	$26,933	$26,066	$24,186	$18,906	$26,096	$26,403	$29,719	$41,310	$41,388
New Works	$109,507	$98,322	$78,107	$51,367	$50,612	$63,459	$35,372	$54,971	$39,646	$34,610

Council has prioritised its required renewal programs based on asset condition, public safety and risk, community expectation and strategic importance. Funding strategy has been developed to minimise or eliminate funding gaps. This has enabled Council to achieve infrastructure sustainability and service management benchmark ratios being discussed in the next chapter.

Some of the key features of the above financial projections are as follows:

- operations and maintenance expenditures will generally increase in line with increases to Council's asset base to meet residential growth;
- road operation and maintenance expenditures are also projected to increase as a result of advanced state of pavement deterioration and the need to undertake more enhanced maintenance to maintain serviceability;
- building maintenance and renewal expenditures are projected to increase significantly as a result of an ageing portfolio and new structures;

- depreciation expenses, while expected to be significant, have not been included in this expenditure forecast. However, the relevant depreciation estimates will be included in the long term financial plan;
- renewal expenditures are based on maintaining adopted levels of service over the term of the Plan. Priority projects are selected each year to closely resemble the forecast depreciation expenses; and
- the expenditure forecasts for Section 7.11 funded New Works include only those works that have been identified and scoped for delivery in the early parts of the ten-year program. As the timing and scope of remaining new works under this program is currently not known only high-level distribution of this expenditure have been included in this Plan.

In addition, more than $35 million of new assets are expected to be vested per year with Council, a total of $350 million over the next 10 years. As a consequence, the total asset replacement cost is expected to increase over the period of the Strategy and Plan from $2,735 million to over $4,252 million including over $615 million of new council assets and $350 million of dedicated assets.

A commensurate increase in depreciation expense is projected as a result of increases to Council's asset base from donated assets.

11.2 Funding Strategy

Projected expenditures are to be funded from general funds, external grants, subsidies, Section 7.11 contributions and external borrowings in the years as may be required. The funding strategy is detailed in the Council's long term financial plan.

11.3 Asset valuation

Asset values are forecast to increase as additional assets are added to the asset stock from construction, acquisition and from assets constructed by land developers and others and donated to Council. Council's civil infrastructure assets have been revalued as at 30 June 2023 using "fair value" methodology in accordance with provisions with Australian Accounting Standards, AASB 116 Property Plant & Equipment, issued in July 2004. Council's building assets were revalued in as at 30 June 2022.

The detailed valuation and valuation methodology are contained in an internal document titled 'Infrastructure Asset Valuation - Guidelines & Methodology, January and is filed as Trim.

11.4 Key assumptions made in financial forecasts

This section details the key assumptions made in presenting the information contained in this asset management plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this asset management plan are:

- all expenditure is stated in dollar values as of June 2024 with no allowance made for inflation over the 10-year planning period;
- renewal and replacement costs have been established based on historical costs and current construction rates for prioritised projects;
- all capital costs are inclusive of internal charges but exclude other overheads and direct charges;
- continuation of the current rate and pattern of urban development; and

- continuation of the Stormwater Management Service Charge.

The most significant potential changes to the financial projections shown will result from the factors below:

- assumptions have been made regarding the useful lives and remaining lives of the assets based on current knowledge and experience and historical trends. These will be progressively reviewed and the accuracy improved based on real time assessments of asset deterioration;
- changes in the desired level of service and service standards from those identified in this Plan;
- changes to rate of growth used in forecasting demand for new assets;
- any increases to electricity and street light maintenance charges imposed by the electricity supply authorities will impact on roads operations cost; and
- changes to cost of construction materials.

12 INFRASTRUCTURE SUSTAINABILITY AND SERVICE MANAGEMENT

12.1 Background

The NSW Government has a vision to rebuild our State and deliver a strong future for the people of NSW. To have a strong future, NSW needs strong Councils providing the services and infrastructure that communities need. Liverpool Council plays an important role in this mission by identifying smarter and sustainable ways to meet the current and future infrastructure needs of the communities within LGA. This will ensure that Council is fit for the effective and efficient management of the future challenges and opportunities.

For Councils to meet the service and infrastructure needs of their communities they need to be financially sustainable. The NSW Treasury Corporation defined a financially sustainable Council as one that, over the long term, is able to generate sufficient funds to provide the level and scope of services and infrastructure, agreed with its community through the Integrated Planning & Reporting process.

Liverpool City Council has developed its long-term financial plan based on the current and future infrastructure needs of the community as identified through community strategic planning process. Council's asset creation, maintenance and renewal program has been developed using the right mix of revenue, borrowings and Government grants.

12.2 Infrastructure Backlog Ratio

This ratio shows that asset renewal backlog as a proportion of the total value of Council's Infrastructure. The higher this ratio, the higher a council's relative backlog as a proportion of its total infrastructure portfolio. The benchmark for this ratio is for the backlog to be less than 2% of the value of council's infrastructure assets.

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Infrastructure Backlog Ratio	1.73%	1.76%	1.67%	1.67%	1.81%	1.79%	1.79%	1.71%	1.64%	1.58%
Infrastructure Backlog ($M)	$49.94	$51.64	$52.05	$54.80	$61.93	$64.31	$67.01	$67.01	$67.01	$67.01
Estimated WDV ($M)	$2,892	$2,937	$3,120	$3,276	$3,428	$3,601	$3,748	$3,918	$4,087	$4,252

As of 30 June 2024, Council's costs to bring infrastructure assets to satisfactory condition (Condition 3) has been estimated to be $65.6million which is 2.4% of the value of Council's infrastructure assets. Although this is slightly above the benchmark value, with increased renewal funding, targeted renewal program based on modern asset management principles and effective asset maintenance strategy, Council aims to gradually reduce this backlog ratio to less than 2% of fair value over the next few years as shown in the above table.

12.3 Building and Asset Renewal Ratio

The purpose of this ratio is to assess the rate at which these assets are being renewed relative to the rate at which they are depreciating. The recommended benchmark for this ratio is 1.0.

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Building and Asset Renewal Ratio	124.0%	61.5%	57.1%	51.3%	39.0%	52.4%	51.9%	56.2%	76.0%	74.6%
Annual Depreciation ($M)	$41.66	$43.79	$45.63	$47.12	$48.49	$49.80	$50.84	$52.91	$54.33	$55.45
Renewal Budget ($M)	$51.66	$26.93	$26.07	$24.19	$18.91	$26.10	$26.40	$29.72	$41.31	$41.39

The slight reduction in the renewals ratio compared to previous years is as a result of increasing depreciation arising from over $90 million increase in Council's asset base from dedicated as well as capex programs. Further, the ratio below 100% is not considered to be an issue due to assets being maintained in accordance with established asset management plans. Moreover, Liverpool as a rapidly growing Council is receiving brand new infrastructure assets with quite long service life and does not require renewal in the medium term.

12.4 Asset Maintenance Ratio

The purpose of this ratio is to assess the rate at which these assets are being renewed relative to the rate at which they are depreciating. The recommended benchmark for this ratio is 1.0. The table below shows Council's asset maintenance ratio performance projected for the next 10 years based on the required maintenance expenses and allocated maintenance budget.

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Asset Maintenance Ratio	76.20%	83.23%	81.62%	81.11%	80.70%	79.13%	77.31%	78.81%	78.77%	79.24%
Required Maintenance (AMP, $M)	$40.5	$42.5	$44.1	$45.9	$47.1	$48.1	$48.8	$50.3	$51.2	$51.9
Maintenance Budget ($M)	$30.9	$35.4	$36.0	$37.2	$38.0	$38.1	$37.7	$39.6	$40.3	$41.1

Council has a history of substantial investment in asset maintenance with overall maintenance expenses generally exceeding the required maintenance expenses across all class of assets. Council has estimated required maintenance cost based on required ongoing maintenance activities over the life of an asset to achieve minimum of its design useful life.

Appendix C provides further details on calculation of infrastructure sustainability and service management performance ratios. Detailed analysis of the ratios including forecast of annual operation and maintenance expenses required to provide agreed level of service.

13 ASSET MANAGEMENT PRACTICES & IMPROVEMENTS

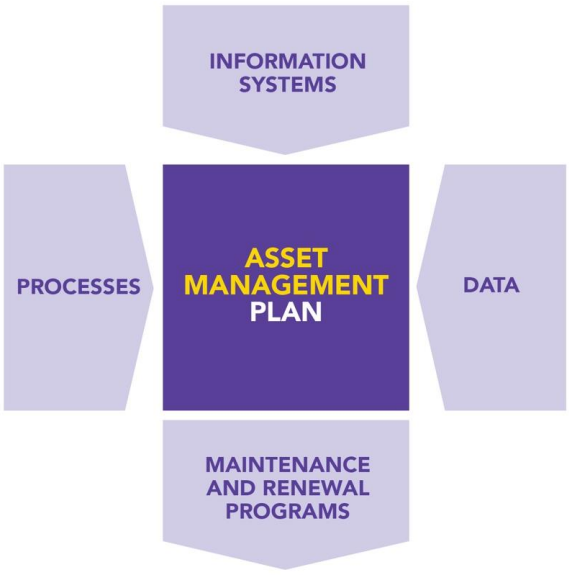
13.1 Overview

Council's Asset Management Strategy highlights areas for improvement and provides recommendations to enhance systems and processes for greater effectiveness. It also details a monitoring and review process for the asset management plan. These improvements are further elaborated in the Asset Improvement Plan section of the Asset Management Strategy.

13.2 Asset Management Practices

The key asset management practices needed to support good asset management in an organisation can be grouped into three broad areas and are illustrated below:

- processes - the necessary business processes, analysis and evaluation techniques needed for life cycle asset management;
- information systems - the information support systems that support the above processes and which store and manipulate asset data;
- data - up to date and accurate asset data which should be available for manipulation by information systems to support decision-making.



Processes

The following table shows the state of current business processes within Council and possible future improvements.

Process	Current Business Practice	Desired Business Practice
1. Asset handover (Infrastructure projects led by Council)	A fully documented handover process for all newly constructed and upgraded assets is in place (was implemented in 2007).	Asset handover process is fully integrated into Council's Delivery Management Framework (DMF).
2. Asset handover (Infrastructure projects led by Others)	Works as Executed (WAE) drawings are provided to Council's Asset Planning and Management team and are entered into the Asset Management System manually.	Electronic submission of WAE's from private developers or NSW Government agencies.
3. Capital works planning & delivery	Council has a structured process for the planning and delivery of its capital works program.	Delivery of capital works projects is fully integrated into Council's DMF.
4. Maintenance planning & delivery	Council does not have a structured process for the planning and delivery of its maintenance activities. Currently they are mostly reactive in nature.	A Maintenance Planning module is developed and integrated into Council's Asset Management System, enabling a proactive approach to forward planning maintenance activities.
5. Asset Maturity Validation	Council has developed an Asset Maturity Report, which identifies areas for improvement.	An independent consultant has reviewed and validated the report.

Information systems

The following table defines the status of information systems used and considered essential to support asset management at Council.

Information System	Current Business System	Desired Business System
1. Asset management system (Road Pavements)	Council has a computerised pavement management system (SMEC PMS) in place, for the management of Council's road pavements.	Council has migrated its management of road pavements to the Brightly Predictor platform.
2. Capital Works Program Planning	Council has a manual system for the planning of its capital works program.	Council has implemented the Brightly Work Planner module.
3. Asset register	Comprehensive asset registers are available for all existing infrastructure assets.	Comprehensive asset registers are available for all existing and forthcoming infrastructure assets. This includes assets

Information System	Current Business System	Desired Business System
		identified in Council's Contributions Plans and indicative subdivision layout plans.
4. Maintenance management system	Council does not have a structured system for the planning and delivery of its maintenance activities. Currently, systems are paper based, and only basic records are kept.	A Maintenance Planning module is developed and integrated into Council's Asset Management System, enabling a proactive approach to forward planning maintenance activities.
5. Project management systems	Council does not have a standard organisation-wide Project Management system.	A standard organisation-wide Project Management system is implemented, through the DMF.
6. System integration	Council's Asset Management System (Brightly), Geographical Information System (Geocortex), and Customer Request Management System (Pathways) are not fully integrated.	Council's Asset Management System (Brightly), Geographical Information System (Geocortex), and Customer Request Management System (Pathways) are fully integrated. This includes geo-referencing of the infrastructure assets from Geocortex into Brightly. This also includes integration of the Maintenance Planning Module into Pathways.

Asset data

The following table identifies information needs for Council to support effective asset management.

Asset Data	Current Business Requirements	Desired Business Requirements
1. Asset categorisation & hierarchy	Suitable asset classification system exists, which is generally based on accounting standards and serves both, financial and asset management needs.	Continue to use current system and identify / address any issues encountered. Implement improvements, consistent with updates to relevant guidelines and accounting standards.

Asset Data	Current Business Requirements	Desired Business Requirements
2. Maintenance data	Information on maintenance activities and respective costs is not readily available, due to the lack of structured cost management systems for maintenance activities.	Strategic Maintenance Planning module is developed and integrated into Council's Asset Management System. This will enable a more comprehensive understanding of costs of service, to assist with consultation regarding levels of service. It will also enable Council to more effectively utilise it's maintenance budget and forward plan it's maintenance activities.
3. Condition data	Sufficient asset condition data and knowledge exists to enable proper asset management and financial planning.	Continue to use current system and identify / address any issues encountered. Implement improvements, consistent with updates to relevant guidelines and accounting standards.
4. Performance & capacity data	Significant information is available to Council, regarding performance and capacity of its existing infrastructure assets.	Identify opportunities to gather more detailed feedback from the community, regarding their opinion on the performance of Council's assets. Consider this information as part of Council's continuous improvement, regarding its asset management activities.

13.3 Asset Management Improvements

Improving the management of Council's assets will be a continual and ongoing process.

Council engaged Beyond Asset Management (*Beyond AM*), to carry out a high-level Asset Management Maturity Assessment of its Asset Management System and practices and to provide a guidance roadmap to help LCC achieve asset management goals.

The maturity assessment was prepared using an assessment framework based on NSW Government Asset Management Policy for the Public Sector, TPP 19-07 and the more mature Victoria State Government Asset Management Accountability Framework (AMAF).

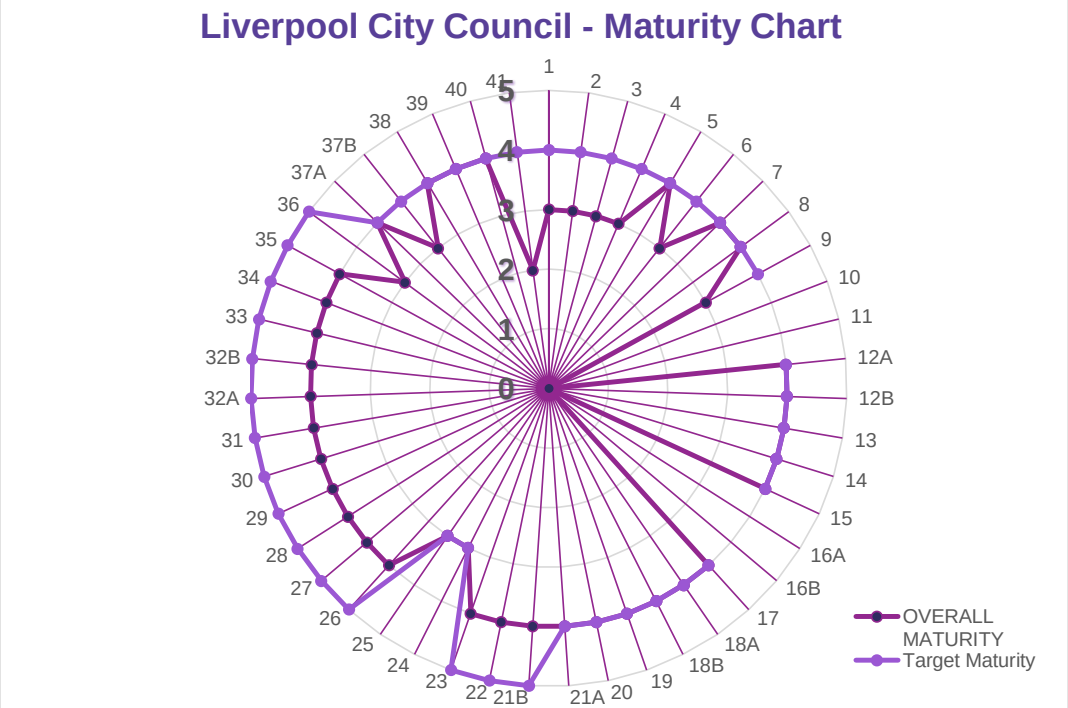
In January 2025, maturity assessment found that Council is performing in between the 'evolving' and 'proficient' levels on the scale shown in Figure below. This is amongst the top practices of Local Government within NSW with many local government organisations not progressing past level 3 and primarily sitting between level 2 and level 3. Council`s current progress in Asset Management practices forms a strong foundation to build from and to target the asset management teams' ambitious goal of best in local government (level 4 to level 5) asset management.

RESOURCING STRATEGY

ASSET MANAGEMENT STRATEGY AND PLAN 2025-2035

LIVERPOOL CITY COUNCIL





Asset management system

A Cloud based Corporate AMS was implemented in 2018 which include systems and processes for data collection, storage and analysis, and support decision-making about optimal use of resources. Council is continuing to progress its Asset Management (AM) planning to facilitate consistent application of current best AM practices across the Liverpool Local Government Area (LGA) and across all categories of infrastructure assets. Council's adopted Strategic Asset Management (SAM) policy, strategy and plans continue to provide an effective asset management decision making framework. Application of such decision-making framework has ensured that Council assets provide required levels of service over time and in a cost-effective manner.

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

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

Council's AM System, that now operates in the Cloud environment, continue to enhance the standard of AM practices in various aspects including the asset accounting, data accessibility, data security and integration with GIS and Customer Request Management System (CRMS).

Demand management

Demand management strategies provide alternatives to the creation of new assets in order to meet demand. Objective of demand management is to actively seek to modify customer demands for service in such a way that utilisation of existing assets is maximised and demand for new assets is deferred or reduced. This requires a comprehensive understanding of community need for services and assets. Future revisions of this plan will include complete strategies to manage demand for new assets.

Risk management

Council has adopted an Enterprise Risk Management Policy in December 2014 which provides the basis for Council's risk management approach and establishes the risk management responsibilities of Council in accordance with Australian Standard for Risk Management, AS/NZS ISO 31000:2009.

In line with Councils risk management approach outlined in its Enterprise Risk Management Policy and Strategy, a comprehensive risk management documentation based on Australian Standard for Risk Management, AS/NZS ISO 31000:2009 will be developed as part of future review of Council's Asset Management Documentation.

Levels of service

As stated in Section 3.3, numerous methodologies have been adopted to inform this asset management plan with respect to desired levels of service for Council's infrastructure assets. However, a more targeted community consultation is required to develop a more accurate understanding of both current and future needs and expectations of the community on desired infrastructure standards, costs and options.

The service levels and performance measures determined through this process will be incorporated in the future updates of this Plan.

Maintenance practices

Over the past few years there has been a shift in focus from reactive responses to a more proactive approach to the planning and implementation of infrastructure maintenance activities, however, with the availability of better asset data, there are prospects for further improvements to overall and coordinated maintenance planning and implementation.

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15 APPENDICES

Appendix A – Long term expenditure forecasts

Appendix B – Levels of service tables

Appendix C – Infrastructure Sustainability and Service Management Ratios

RESOURCING STRATEGY

ASSET MANAGEMENT STRATEGY AND PLAN 2025-2035

LIVERPOOL CITY COUNCIL

Long Term Expenditure Forecasts — Appendix A

10 Year Expenditure Forecast

Baseline Forecast year	2024/25										
Total	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
Budget Year	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
	1	2	3	4	5	6	7	8	9	10	0
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Asset Activity	$229,126	$196,463	$177,975	$152,091	$147,975	$169,664	$143,049	$168,263	$166,016	$162,178	$1,712,799
Operations	$27,444	$28,701	$29,688	$30,652	$31,368	$32,004	$32,467	$33,289	$33,844	$34,277	$313,734
Maintenance	$40,516	$42,507	$44,114	$45,885	$47,089	$48,104	$48,807	$50,283	$51,216	$51,902	$470,422
Renewal-Budgeted	$51,659	$26,933	$26,066	$24,186	$18,906	$26,096	$26,403	$29,719	$41,310	$41,388	$312,668
New Council Assets	$109,507	$98,322	$78,107	$51,367	$50,612	$63,459	$35,372	$54,971	$39,646	$34,610	$615,974
Asset Category-Road and Transport											
Budget Year	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
	1	2	3	4	5	6	7	8	9	10	0
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Asset Activity	$133,562	$68,885	$62,820	$66,656	$56,524	$64,099	$63,885	$76,868	$88,652	$89,428	$771,380
Operations	$12,277	$12,533	$12,732	$12,964	$13,172	$13,379	$13,583	$13,818	$14,055	$14,293	$132,807
Maintenance	$19,336	$19,723	$20,027	$20,368	$20,673	$20,976	$21,277	$21,661	$22,045	$22,430	$208,515
Renewal-Budgeted	$41,436	$16,608	$18,759	$17,324	$10,728	$17,939	$17,446	$21,604	$32,674	$32,672	$227,188
New Council Assets	$60,513	$20,022	$11,302	$16,000	$11,951	$11,806	$11,578	$19,786	$19,878	$20,032	$202,870
Asset Category- Drainage and Floodplain											
Budget Year	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
	1	2	3	4	5	6	7	8	9	10	0
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Asset Activity	$21,349	$29,625	$19,972	$16,257	$32,242	$48,578	$23,996	$25,523	$17,896	$16,043	$251,482
Operations	$641	$697	$732	$761	$825	$922	$969	$1,003	$1,019	$1,035	$8,605
Maintenance	$2,157	$2,239	$2,296	$2,345	$2,434	$2,565	$2,633	$2,697	$2,742	$2,783	$24,890
Renewal-Budgeted	$2,719	$1,338	$2,150	$1,400	$1,400	$1,350	$1,350	$1,350	$1,350	$1,350	$15,756
New Council Assets	$15,833	$25,351	$14,795	$11,751	$27,582	$43,742	$19,044	$20,473	$12,785	$10,875	$202,230
Asset Category-Buildings											
Budget Year	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
	1	2	3	4	5	6	7	8	9	10	0
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Asset Activity	$29,369	$51,562	$55,978	$23,557	$18,849	$18,448	$18,950	$19,799	$18,737	$18,776	$274,025
Operations	$3,780	$4,005	$4,263	$4,319	$4,333	$4,346	$4,360	$4,380	$4,392	$4,405	$42,583
Maintenance	$7,770	$8,234	$8,763	$8,878	$8,908	$8,934	$8,963	$9,003	$9,029	$9,055	$87,538
Renewal-Budgeted	$4,485	$4,678	$3,178	$3,073	$4,998	$4,788	$5,047	$4,996	$4,976	$4,996	$45,214
New Council Assets	$13,335	$34,645	$39,774	$7,287	$610	$380	$580	$1,420	$340	$320	$98,690
Asset Category-Parks and Recreation											
Budget Year	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
	1	2	3	4	5	6	7	8	9	10	0
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Asset Activity	$44,846	$46,391	$39,205	$45,621	$40,360	$38,538	$36,217	$46,072	$40,730	$37,931	$415,912
Operations	$10,747	$11,466	$11,961	$12,607	$13,037	$13,358	$13,554	$14,088	$14,376	$14,544	$129,739
Maintenance	$11,254	$12,311	$13,028	$14,294	$15,074	$15,629	$15,933	$16,922	$17,400	$17,634	$149,479
Renewal-Budgeted	$3,020	$4,310	$1,980	$2,390	$1,780	$2,020	$2,560	$1,770	$2,310	$2,370	$24,510
New Council Assets	$19,826	$18,304	$12,237	$16,329	$10,469	$7,531	$4,170	$13,292	$6,643	$3,383	$112,183

Service Level Table - Roads in Liverpool City Centre					Appendix B1
Key Performance Indicator	**Service Level Characteristic**	**Performance Measurement Process**	**Target Performance**	**Current Performance**	**Required Actions**
Condition	▪ CBD roads will have a smooth surface that provides a satisfactory ride quality. ▪ The CBD road network will be maintained in a good condition, on average.	▪ Network condition surveys.	▪ 100% network condition surveys conducted every three years.	▪ 50% network condition survey completed in November 2024	Contract award of Stage 2 data collection for remaining 50% is currently under process .Budget provision in LTFP to facilitate regular surveys.
			▪ 90% of CBD road length has roughness of ≤110 NAASRA counts. ▪ Average CBD network roughness of between 80 & 100 NAASRA counts. ▪ Average CBD network pavement condition rating ≤2 (PCI range 6.01 to 8.0)	▪ 47% is ≤110. ▪ Max. Roughness = 325 ▪ Ave. Roughness = 113 ▪ Average condition = 2.8(PCI = 6.04)	Use condition assessment and network modelling to identify maintenance and renewal activities to achieve targets.
		▪ Routine maintenance patrols.	▪ 100% of CBD network patrolled & reported every three months.	▪ 100% of road network patrolled & reported every three months.	Continue current inspection frequency.
	▪ Responsiveness in repair of potholes & localised failures.	▪ No. of complaints about potholes/failures.	▪ Less than 35 per year.	▪ 66 reported in the 2024/25	
		▪ Response time to repair potholes/failures.	▪ 100% of all other situations are made	▪ 90% of all other situations are made	

Service Level Table - Roads in Liverpool City Centre					Appendix B1
Key Performance Indicator	**Service Level Characteristic**	**Performance Measurement Process**	**Target Performance**	**Current Performance**	**Required Actions**
			safe within 2 working days. ▪ 75% of all situations are permanently repaired within 30 working days.	safe within 3 working days. ▪ 73% of all situations are permanently repaired within 30 working days.	
	▪ CBD roads are free of litter &debris	▪ Mechanical Road Sweeping Program	▪ 100% of network is swept daily - 7 days per week	▪ 100% of network is swept daily - 7 days per week.	Maintain existing frequency.
Function	▪ Meet user requirements for width, accessibility, alignment & travel time.	▪ Compliance with design standards for current traffic including cyclists, parking, buses.	▪ 100% of new roads are compliant with design standards.	▪ 100% of new roads are compliant with design standards.	
		▪ Intersection performance of Council roads.	▪ 80% have a minimum Level of Service (LOS) C	▪ 85% have LOS C or better	
		▪ Availability of car parking	▪ 85% usage	▪ 90-100 % utilised	Implement Liverpool City Centre Car Parking Strategy 2020
Safety	▪ Provide adequate signage & line marking.	▪ No. of complaints about signage & line marking.	▪ Less than 25 per year.	▪ 31 reported in 2024/25.	
	▪ Ensure suitability of street lighting levels.	▪ No. of complaints about lighting. ▪ Compliance with street lighting standards.	▪ Less than 10 per year. ▪ 100% of new & upgraded roads are compliant with street lighting standards.	▪ 10 reported in 2024/25 ▪ 100% of new & upgraded roads are compliant with street lighting standards.	Review lighting requirements as part of planning for streetscape improvement works

Service Level Table - Roads in Liverpool City Centre					Appendix B1
Key Performance Indicator	**Service Level Characteristic**	**Performance Measurement Process**	**Target Performance**	**Current Performance**	**Required Actions**
	▪ Provide adequate pedestrian safety.	▪ Condition survey of laneways.	▪ Nil potholes (trip hazards)	▪ Reactive maintenance	Use condition assessment and network modelling to identify maintenance and renewal activities to achieve targets.
	▪ Road alignment meets user requirements.	▪ Geometric design standards.	▪ 100% conformance by 2020.	Not measured	

Service Level Table - Stormwater Drainage System **Appendix B2**

Key Performance Indicator	Service Level Characteristic	Performance Measurement Process	Target Performance	Current Performance	Required Actions
Condition	▪ Pipe drainage systems will have sound structural condition to enable effective drainage.	▪ CCTV inspection and condition assessment of piped drainage system.	▪ Inspect 10% of 30 years or older pipes annually via a CCTV inspection program.	▪ Since 2014, approximately 200km of piped system inspected via CCTV inspection on average 1.55% per year. ▪ 0.8% (6.6 km out of 817km) of piped systems are inspected via CCTV inspection program in 2024/25. ▪ 64% of surveyed pipes are in good condition (condition 1 & 2).	▪ Continue CCTV inspection, renewal and restoration of drainage systems. ▪ Develop risk based program to undertake above works prior to structural failure.
	▪ All inlet and outlet structures to be structurally sound	▪ Visual inspection of all drainage structures and head walls ▪ Customer complaints	▪ Inspect 25% of pits and headwalls & minor culverts annually. ▪ Pipes, pits and headwalls condition rating ≤ 2 (minor degrade but serviceable). ▪ Adequate erosion protection works at all outlet structures progressively.	▪ 15.8% of headwalls and 8.3% minor culverts are inspected in 2024/25. ▪ 87.8% of surveyed headwalls and 85.4% minor culverts are in above average condition. ▪ Erosion protection works at Helles Park, Moorebank completed.	▪ Develop risk based program to undertake works prior to structural failure. ▪ Erosion protection works being undertaken under

Service Level Table - Stormwater Drainage System					Appendix B2
Key Performance Indicator	**Service Level Characteristic**	**Performance Measurement Process**	**Target Performance**	**Current Performance**	**Required Actions**
				▪ Scour protection works at Harris Creek, Holsworthy completed.	annual capital works program (ongoing).
Function	▪ Pipes meet drainage capacity requirements. ▪ Properties are free from flooding for up to 1 in 5 year ARI storm events. ▪ Major roads are trafficable for up to 1 in 5 year ARI storm events.	▪ Number of property flooding complaints per year. ▪ Traffic disruptions and road closure due to flooding. ▪ CCTV inspection to identify blockage. ▪ Overland Flow Path mapping to identify potential flooding area	▪ Properties are free from flooding for up to 1 in 5 year ARI storm events. ▪ Major roads are trafficable for up to 1 in 5 year ARI storm events. ▪ CBD area is free from flooding for up to 1 in 20 year ARI storm events.	▪ 3 customer complaints of properties being flooded for up to 1 in 5-year ARI storm events. ▪ No record of Major road closure. ▪ 2 significant blockages have been identified in CBD area through CCTV inspection.	▪ Identify flood affected areas from overland flow path maps and undertake flood study of various frequent areas.. ▪ Develop risk-based priority works program for drainage upgrade works. ▪ Undertake drainage upgrade works.

Service Level Table - Community facilities					Appendix B3
Key Performance Indicator	**Service Level Characteristic**	**Performance Measurement Process**	**Target Performance**	**Current Performance**	**Required Actions**
Condition	▪ Councils assets are maintained in sound condition to meet the communities needs	▪ Annual inspection and condition rating of 50% of the building asset portfolio (by value) / yr	▪ 80% of Councils Building Assets are maintained to condition level 3 or better.	▪ 98% of Councils Building Assets are maintained to condition level 3 or better.	▪ Implement inspection regime and initiate planned maintenance and renewal program

Service Level Table - Community facilities					Appendix B3
Key Performance Indicator	**Service Level Characteristic**	**Performance Measurement Process**	**Target Performance**	**Current Performance**	**Required Actions**
Safety	▪ Ensure the safety and security of community facilities	▪ Ongoing risk auditing on community facilities	▪ 80% of infrastructure assessed in good condition or better.	▪ Current average condition of all building infrastructure is 1.88, including the new Civic Place. Excluding the new Civic Place the average condition is 2.5. Approximately 65% of the buildings are in good condition when including the new Civic Tower, whereas only 38% are in good condition when the new Civic place is excluded.	▪ Implement inspection regime for remaining asset category.
Responsiveness	▪ Response to maintenance requests	▪ Reduction in maintenance requests as compared to previous year	▪ 85% of maintenance requests actioned within a 7 day turnaround	▪ 29% actioned within a 7 day turnaround ▪ 8% actioned within a 15 day turnaround ▪ 8% actioned within a 30 day turnaround.	▪ Development of a monthly reporting system
Availability	▪ Provision of functional and accessible community facilities	▪ User survey measuring quality of the facilities provided	▪ Building accessibility is provided to 100% of the community	▪ Ranked higher (3.71) than the satisfaction benchmark (3.6) set out by previous community satisfaction survey 2019 (IRIS Research).	▪ Audit of building against accessibility standard AS 1428
Safety	▪ Compliance with building and fire regulations	▪ Inspection and testing of essential services	▪ Issue of essential service performance	▪ Annual fire safety statement	▪ Annual contract for the inspection, testing and maintenance of

Service Level Table - Community facilities					Appendix B3
Key Performance Indicator	**Service Level Characteristic**	**Performance Measurement Process**	**Target Performance**	**Current Performance**	**Required Actions**
			compliance certification		buildings essential services
Function	▪ Facility meets user's needs and availability.	▪ Council's annual community satisfaction survey to measure % of people satisfied with the functionality of the facility	▪ 90% of survey respondents consider the functionality of the facilities satisfactory or better.	▪ Community satisfaction with community facilities largely increased from 2022. ▪ 47% of survey respondents consider the functionality of the facilities satisfactory or better. WOOLCOTT 2023 ▪ Satisfaction was highest for the library services (62%) and lowest for the public toilets (30%) ▪ Both 2019 and 2023 Community satisfaction survey reported that 26% of the people are not satisfied with the functionality of the public toilets.	▪ Include this indicator in community surveys to assess satisfaction levels ▪ Increase frequency of public toilet cleaning.
Quality	▪ Provide buildings that are clean and provide adequate environmental comfort for users	▪ Council's annual community satisfaction survey.	▪ All significant building issues are identified and mitigated where possible	▪ Not measured	▪ Annual audits of the buildings and associated equipment for operational performance

Service Level Table - Park assets					Appendix B4
Key Performance Indicator	**Service Level Characteristic**	**Performance Measurement Process**	**Target Performance**	**Current Performance**	**Required Actions**
Condition	▪ All parks assets will meet condition standards defined by park hierarchy and Australian Standards	▪ Annual condition audits and surveys	▪ 70% of parks assessed in good condition or better	▪ 78.5% of parks assessed in good condition or better.	▪ Implement inspection regime. ▪ Initiate planned maintenance and renewal program
Safety	▪ Ensure the safety and security of parks infrastructure	▪ Numbers of hazards identified and remedied within performance guidelines. ▪ Public liability claims.	▪ 80% of infrastructure assessed in good condition or better.	▪ Annual playground audits. ▪ 84% of parks assessed in good condition or better.	▪ Implement inspection regime for remaining asset category.
	▪ Provide safe facilities, free from hazards	▪ Numbers of hazards identified and remedied within performance guidelines. ▪ Public liability claims.	▪ Fewer than 5 reported accidents per year. ▪ Appropriate action on all hazards	▪ Quantity measure through Customer requests	▪ Development of an efficient method to prioritise actions and track safety performance.
Function	▪ Parks facilities are available that meet community demand	▪ Council's annual community satisfaction survey to measure % of people satisfied with level of service/ maintenance of Park Assets.	▪ The gap between Importance and satisfaction is reduced as per the Community Satisfaction Survey	▪ 55% of survey respondents consider the functionality of the Park Assets satisfactory or better. WOOLCOTT 2023	▪ Include this indicator in community surveys to assess satisfaction levels
Responsiveness	▪ Timely response to customer enquiries and requests	▪ No. of complaints	▪ 90% of requests actioned within the customer request service standard.	▪ 21% actioned within 39days ▪ 13% actioned within 60days	▪ Coordinate monthly performance report for Park and Recreation

Service Level Table - Park assets					Appendix B4
Key Performance Indicator	**Service Level Characteristic**	**Performance Measurement Process**	**Target Performance**	**Current Performance**	**Required Actions**
				▪ 14% actioned within 112days	
Quality	▪ Provide high quality park facilities	▪ Council's annual community satisfaction survey.	▪ The gap between Importance and satisfaction is reduced as per the IRIS survey	Ranked lower (3.49) than the satisfaction benchmark (3.7) set out by previous community satisfaction survey 2019 (IRIS Research).	▪ Include this indicator in community surveys to assess satisfaction levels
Availability	▪ Provision of appropriate levels of park assets	▪ Community survey to measure satisfaction with facilities and distance to them	▪ 80% of community are satisfied with the availability of park assets	▪ Not measured	▪ Include this indicator in community surveys to assess satisfaction levels

RESOURCING STRATEGY

ASSET MANAGEMENT STRATEGY AND PLAN 2025-2035

LIVERPOOL CITY COUNCIL

Infrastructure Sustainability and Service Management — Appendix C1

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Renewal Funding Gap	$1.12	-$10.22	-$9.34	-$11.44	-$15.84	-$7.40	-$10.62	-$8.73	$5.42	$9.03
Renewal Required (AMP, $M)	$50.54	$37.15	$35.40	$35.63	$34.74	$33.49	$37.02	$38.45	$35.89	$32.36
Renewal Planned (Budget, $M)	$51.66	$26.93	$26.07	$24.19	$18.91	$26.10	$26.40	$29.72	$41.31	$41.39

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Building and Asset Renewal Ratio	124.0%	61.5%	57.1%	51.3%	39.0%	52.4%	51.9%	56.2%	76.0%	74.6%
Annual Depreciation ($M)	$41.66	$43.79	$45.63	$47.12	$48.49	$49.80	$50.84	$52.91	$54.33	$55.45
Renewal Budget ($M)	$51.66	$26.93	$26.07	$24.19	$18.91	$26.10	$26.40	$29.72	$41.31	$41.39

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Infrastructure Backlog Ratio	1.73%	1.76%	1.67%	1.67%	1.81%	1.79%	1.79%	1.71%	1.64%	1.58%
Infrastructure Backlog ($M)	$49.94	$51.64	$52.05	$54.80	$61.93	$64.31	$67.01	$67.01	$67.01	$67.01
Estimated WDV ($M)	$2,892	$2,937	$3,120	$3,276	$3,428	$3,601	$3,748	$3,918	$4,087	$4,252

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Asset Maintenance Ratio	76.20%	83.23%	81.62%	81.11%	80.70%	79.13%	77.31%	78.81%	78.77%	79.24%
Required Maintenance (AMP, $M)	$40.5	$42.5	$44.1	$45.9	$47.1	$48.1	$48.8	$50.3	$51.2	$51.9
Maintenance Budget ($M)	$30.9	$35.4	$36.0	$37.2	$38.0	$38.1	$37.7	$39.6	$40.3	$41.1

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Summary of Ratios	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Infrastructure Backlog Ratio	1.73%	1.76%	1.67%	1.67%	1.81%	1.79%	1.79%	1.71%	1.64%	1.58%
Building and Asset Renewal Ratio	124.00%	61.50%	57.13%	51.33%	38.99%	52.40%	51.93%	56.17%	76.04%	74.65%
Asset Maintenance Ratio	76.20%	83.23%	81.62%	81.11%	80.70%	79.13%	77.31%	78.81%	78.77%	79.24%

RESOURCING STRATEGY



Embracing a better future together.

Workforce Management Strategy 2025-2029









LIVERPOOL CITY COUNCIL

Embracing a better future together.

We are at a pivotal moment in Liverpool City Council's journey. A moment full of opportunity to redefine not just what we do, but how and why we do it. ***Embracing a better future together*** is our new Workforce Management Strategy for 2025-2029. It's a call to action, and invitation to every current and future member of our team to be part of something bigger than themselves.

We are building a new City for generations to come and positioning ourselves as South West Sydney's premier CBD and growth Local Government Area. As we outpace the growth of other areas in Greater Sydney, we will continue to develop into a diverse, innovative City that will benefit the whole community[1]. There truly is no other place like it.

Our strategy is centred on purpose, recognising that our people are driven by a desire to do remarkable things for our community. We know there are challenges ahead[2]. There will be discomfort. Though we are evolving, and choosing to be open-minded, focused and forward-thinking.

Our aim is to shift to being outcome-focused to deliver for our community now, and in the future, with a workforce that always aims to be better.

To do this, we will be laser focused on two objectives:

1

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

2

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






Through these objectives, we will have a workforce where every action is attentive to our service commitment for our community. This will require a workplace where everyone can thrive, grow and contribute their best.

This requires a fundamental shift in the way we think about work and do our work. In this Workforce Management Strategy we will build the foundations and push the limits of what it means to be a Council.

We believe in the future of Liverpool.

And this is our plan.

Footnote: The Workforce Management Strategy forms part of Council's Resourcing Strategy and is a key planning document in the Integrated Planning and Reporting Framework, and initiatives are included in the Delivery Program and Operational Plan, visit www.liverpool.nsw.gov.au/council/corporate-information

[1] Liverpool Economic Development Strategy 2022-2032
[2] Refer to *About this strategy* for more information on the challenges and opportunities

About this strategy

This Workforce Management Strategy 2025-2029 continues to build on the progress made by previous strategies. It addresses the organisational needs, challenges, opportunities and workforce planning requirements to build a better workforce. The strategy has been developed through a thorough workforce analysis, a series of stakeholder engagements and desktop review. It supports the delivery of the Community Strategic Plan – Liverpool 2050 through the following four strategic objectives:



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

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

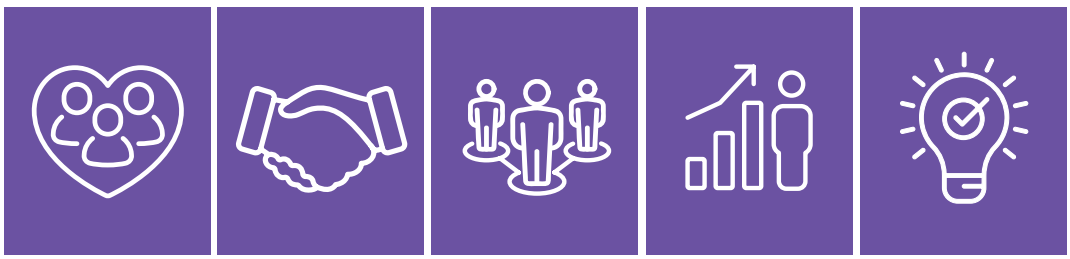
Our Cultural Aspiration

We believe in the future of Liverpool.

We are a connected team with a shared purpose, determined to get the best results on the things that matter most for our community and our people.

A better way - every day.

Our Workplace Behaviours



COMMUNITY FOCUS

We are focused on our Community and building a great city for future generations.

WORKING TOGETHER

We recognise the valuable role each team plays in our success.

ACCOUNTABILITY

We follow through on our commitments.

GROWTH AND DEVELOPMENT

We empower people to grow and support each other to succeed.

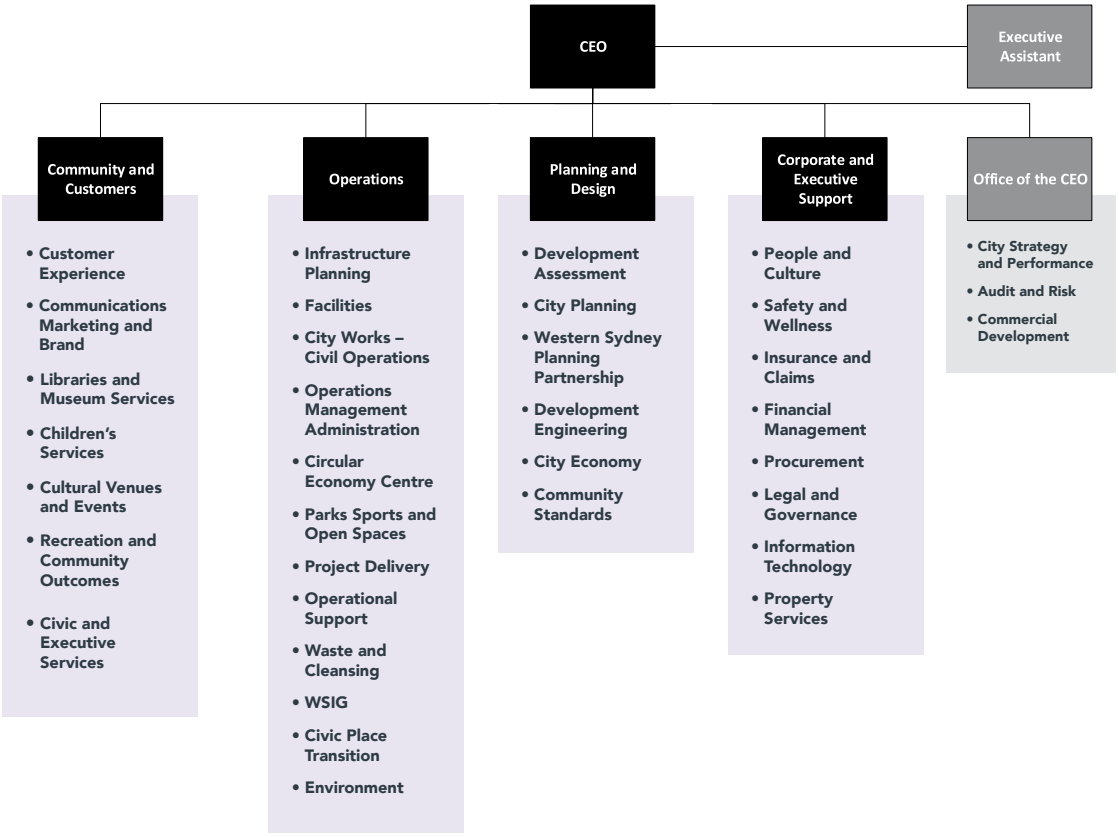
INNOVATION

We actively seek new ways of working to improve our services.

We are one team and the actions in this strategy will be delivered in partnership with our workforce and our leaders.

Our Functional Organisation Structure

As at 11 June 2025



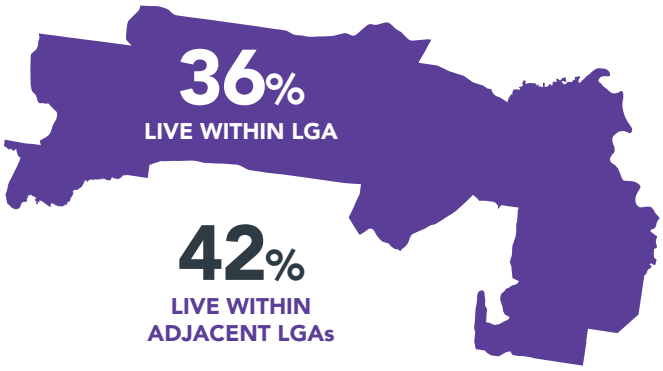
Our Workplace Profile

POPULATION

966
HEADCOUNT

856.8 FTE

9.95%
WORKFORCE GROWTH SINCE 2021



ATTENDANCE TYPE

85% OF EMPLOYEES WORK **FULL TIME**

9% OF EMPLOYEES WORK **PART TIME**

6% OF EMPLOYEES WORK **CASUALLY**

92% OF **PART TIME** & **79%** OF CASUAL EMPLOYEES ARE **WOMEN**

86% OF THE WORKFORCE **IS PERMANENT**

AGE PROFILE

45.63
AVERAGE AGE ACROSS COUNCIL

INCREASE BY **1.42%** SINCE 2021

17% BOOMER 1946 – 1964

35% GEN X 1965 – 1980

37% MILLENNIAL 1981 – 1996

11% GEN Z 1997 – 2012

LENGTH OF SERVICE

AVERAGE LENGTH OF SERVICE IS **8.33 YEARS**

21% LESS THAN 2 YEARS

33% BETWEEN 2 – 5 YEARS

46% MORE THAN 5 YEARS

RETIREMENT

9% OF EMPLOYEES WILL REACH RETIREMENT AGE IN THE NEXT 5 YEARS

5% OF EMPLOYEES ARE ALREADY AT RETIREMENT AGE OR ABOVE

All data is as of 21 March 2025 unless otherwise stated

GENDER DIVERSITY

35% OF EMPLOYEES AT MANAGER LEVEL AND ABOVE ARE WOMEN

INCREASE OF **8%** SINCE 2021



49.2%	50.7%	0.1%
OF EMPLOYEES ARE **WOMEN**	OF EMPLOYEES ARE **MEN**	OF EMPLOYEES **SELF-DESCRIBE**

NEW HIRES

207	65%	8.2%
NEW HIRES IN 2024	**NEW HIRES ARE MILLENIAL OR GEN Z**	**NEW HIRES LEFT WITHIN THEIR FIRST 12 MONTHS** DECREASE OF 10.8% SINCE 2021

LEADERSHIP

49%	51.25
OF FRONTLINE LEADERS HAVE MORE THAN 10 YEARS SERVICE	**AVERAGE LEADERSHIP AGE**
20%	**5%**
OF MANAGERS HAVE MORE THAN 10 YEARS SERVICE	**OF FRONTLINE LEADERS WORK PART TIME – ALL ARE WOMEN**

TURNOVER

3% INVOLUNTARY

6.7% VOLUNTARY

11.23% ANNUALISED

All data is as of 21 March 2025 unless otherwise stated

Objective 1

Strengthening our accountability, capability and agility to deliver for our community

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

Action Taken – What we will do to get there	**Measures –** How we will know we have arrived	25/26	26/27	27/28	28/29
1.1 The community has a greater experience of the services delivered by our people and our people are in roles where they are clear about what they are delivering, and why it matters.					
Customer Experience* 1.1.1 (a) Map the transactional customer value-chain and prepare service guides for every service and function with the outcomes expected to be delivered to the customer.	• 50% of process / transactional customer-value chain maps and functional service guides completed annually within each Department • 25% of workforce complete the customer experience learning program annually	✓	✓		
(b) Implement a learning program that builds employee capability to consistently place customers at the centre of service delivery.	• 10% improvement in customer experience score within 12 months of implementing action relevant to each Department	✓	✓	✓	✓
Organisation Workforce Design and Job Design 1.1.2 (a) Workforce Model: Implement an organisational workforce model and renewed approach to job design.	• 50% of role descriptions re-written with new model and job design principles annually • 100% of positions benchmarked and realigned to remuneration and benefits framework within 2 years • 4 cross-directorate project teams established and delivering an agreed executive business outcome within 2 years	✓	✓	✓	✓
(b) Project Teams: Establish collaborative and cross-functional projects and governance to embed agility into our ways of working.		✓	✓	✓	✓
(c) Remuneration and Benefits: Implement the remuneration and benefits program to realign salaries to industry benchmarks, individual skills and performance and scope of role.*		✓			
1.2 Corporate strategies and plans are effectively executed through strong leadership and focused teams that enable people to succeed.					
Performance Management and Development* 1.2.1 Establish performance indicators for every role and embed within Career Conversation Plans and practice.	100% of role descriptions and career conversations plans include identification of performance measures and establishment of performance targets/KPIs aligned to the integrated planning and reporting framework within 2 years	✓			
Leadership and Management Capability* 1.2.2 (a) Implement the Liverpool Leadership Academy for all leadership levels and the 'Managers Hub' online portal.	• ≥ 80% of leaders participate in professional development through the Liverpool Leadership Academy annually	✓	✓	✓	✓
(b) Improve teamwork by introducing high performing team programs for each department.	• 100% of departments complete the high-performing teams program over the next 4 years	✓	✓	✓	✓
1.3 Leaders have access to accurate and quality workforce data that provides insights into workforce performance and trends to enable better informed, data-driven decisions.					
Technology and Digital Platforms* 1.3.1 Examine, analyse the need and implement suitable technology, AI and/or digital platforms to enable the effective delivery of People and Culture services (for example - ERP, HCM, ATS, VMS).	• 100% of People and Culture services examined and suitable technology identified with at least 2 new systems implemented in recruitment and volunteering • ≥ 50% of People and Culture transactional service processes digitally enabled	✓	✓	✓	✓
Workforce Dashboards and Performance* 1.3.2 (a) Implement and maintain workforce analytic dashboards for the organisation, Executive and organisations with comparative industry benchmarks.	• 100% of Executives are accessing workforce dashboards to proactively inform decision-making • Quarterly reports are delivered/presented to Executive of workforce dashboard insights and trends	✓			
(b) Embed into senior management business practice a quarterly people review of workforce data to inform decision-making.	• 100% of Senior Managers participate in quarterly workforce data reviews delivered by HRBPs		✓	✓	✓

*connected to the Culture Enrichment Program, refer to appendix a for more detail.

Objective 2

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

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

Action Taken – What we will do to get there	**Measures –** How we will know we have arrived	25/26	26/27	27/28	28/29
2.1 Leaders and employees are engaged, working together and demonstrating our workplace behaviours every day in delivering organisational change improvement programs.					
Culture Enrichment Program* 2.1.1 Implement the initiatives in the culture enrichment program through dedicated employee working groups delivering outputs experienced by the whole workforce.	• 100% of Culture Enrichment Program initiatives delivered by employee working groups • ≥ 60% of workforce participate in an annual engagement survey with team-lead action plans implemented, owned and delivered	✓	✓	✓	✓
Safety-First and Wellness Program 2.1.2 Establish and implement a safety-first and wellness program for different workforce cohorts and toolbox talks that fosters a proactive approach to safety and wellness at work.	• ≥ 80% of workforce cohorts participate in a safety-first or wellness initiative as part of the program annually • 3 wellness initiatives implemented annually as BAU	✓	✓	✓	✓
Change Management and Internal Communications 2.1.3 Develop and implement an organisational change management and internal communications framework.	• Framework is launched and training implemented for all Directors and Managers • > 80% of major organisational changes are undertaken in accordance with the framework	✓	✓		
2.2 A workforce that is resilient, adaptable and better equipped to navigate emerging challenges and achieves immediate and longer-term goals.					
Capability Framework 2.2.1 (a) Implement a future-ready capability framework informing job design, hiring, performance management, skill development, career pathways and succession planning.	• Capability framework implemented across 25% of employee lifecycle functions annually • 25% of organisational TONA mapped bi-annually	✓	✓	✓	✓
(b) Undertake a training and opportunity needs analysis (TONA) to map skill requirements and unlock hidden talents.		✓	✓	✓	✓
Workforce Planning and Succession 2.2.2 (a) Establish a workforce planning framework and a business continuity plan as an annual practice to identify and address critical roles, future talent needs, succession and resourcing requirements.	• 100% of Managers undertake the workforce planning practice annually • 100% of critical roles identified with a succession and development plan in place		✓	✓	✓
(b) Establish a program to support capability build for early careers, talent and succession in critical roles.				✓	✓
Employee Learning and Development Program 2.2.3 Deliver an annual learning and development program that includes building human skills such as emotional intelligence, adaptability and resilience.	≥ 50% of employees annually participate in a professional development program/course that improves their skills aligned to the capability framework or human skills	✓	✓	✓	✓

*connected to the Culture Enrichment Program, refer to appendix a for more detail.

Equal Employment Opportunity (EEO) Management Plan

2025–2029

At Liverpool, we foster a diverse, inclusive and respectful workplace where everyone belongs.

We are committed to having an environment that is enriched by the unique and diverse experiences, backgrounds and perspectives of all our people.

As one of the most diverse local government areas in New South Wales, we are proud to build a workforce that reflects the vibrancy and richness of the Liverpool community.

Our EEO Management Plan supports the delivery of our Workforce Management Strategy in **embracing a better future together** and striving for a **better way- every day**.








Our EEO Management Plan 2025-2029

The EEO Management Plan 2025-2029 has been prepared in accordance with the requirements of the *Local Government Act 1993*. It supports our Dignity and Respect in the Workplace Policy, which reinforces that everyone has the right to be treated with respect at work.

This plan aligns with our Community Strategic Plan, Reconciliation Action Plan and Disability Inclusion Action Plan and builds on the commitments made in the previous Workforce Management Strategy to strengthen the foundations of diversity, inclusion, equity and belonging in our workplace.

Areas of focus		What this looks like in action	25/26	26/27	27/28	28/29
1	Develop a Diversity, Inclusion, Equity and Belonging (DIEB) framework and strategy.	• Co-creating a DIEB strategy through a DIEB committee with representatives from across the workplace. • Implementing actions of the DIEB Strategy, Reconciliation Action Plan and Disability Inclusion Action Plan.		✓	✓	✓
2	Ensure policies, procedures and plans align to EEO principles and anti-discrimination legislation.	• Workplace policies undergo an annual review to ensure EEO principles are upheld.	Ongoing			
3	Collect and capture workforce data to map progress and guide future plans and strategies.	• EEO and demographic data is collected at onboarding. • EEO questions included in engagement surveys. • Annual ELT Report on EEO data and insights.	Ongoing			
4	Provide compulsory compliance learning on Dignity and Respect in the Workplace.	• Employees complete learning within 30 days of commencement, and every two years thereafter.	Ongoing			
5	Continue to attract and retain people from diverse backgrounds and abilities to ensure the workforce compliments the Liverpool community.	• Diversity statement included within advertisements and careers page. • EVP imagery is inclusive. • Position descriptions simple and easy to understand. • Implement the Anti-Discrimination Board exemption for seven (7) First Nation identified roles.	Ongoing			


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Appendix A – Culture Enrichment Program

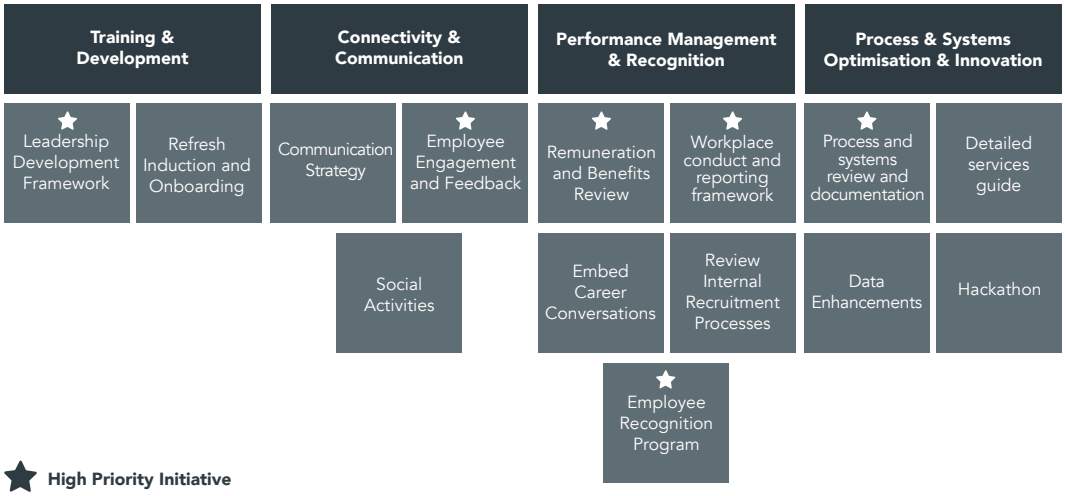
Liverpool City Council embarked on a cultural change program designed to align its workforce with its strategic goals. The Workforce Management Strategy 2022-2025 had two key initiatives (1.1 and 1.2) focused on building a greater sense of purpose, belonging and cultural alignment at Liverpool.

In 2024, a comprehensive engagement program was undertaken with significant collaboration across the organisation to define the target culture, understand and assess the current state culture and support the organisation to bridge the gap between the current and aspirational culture. A roadmap was developed with four (4) focus areas, underpinned by fourteen (14) prioritised initiatives, together with an overarching aspirational culture statement and five (5) enabling behaviours. Together this forms the Culture Enrichment Program.

Our Culture Enrichment Program represents a strategic commitment to empowering our workforce to achieve their full potential. The robust governance framework helps ensure these initiatives are executed in an organised, timely, and efficient manner, by diverse project teams.

This program seeks to ensure the long-term sustainability and impact of Liverpool City Council's mission to create a great city for future generations with input from people who are living the experience every day – our people.

The Culture Enrichment Program forms part of the Workforce Management Strategy 2025-2029 and the initiatives are outlined below.



LIVERPOOL CITY COUNCIL

For further information

Visit Us
Customer Service Hub
Yellamundie Library and Gallery, 52 Scott Street,
Liverpool, NSW 2170
Open Monday - Friday, 8.30am - 4.30pm

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

Email
lcc@liverpool.nsw.gov.au

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Website
www.liverpool.nsw.gov.au

Subscribe
www.liverpool.nsw.gov.au/subscribe

Attachment 7 – Internal Submissions

Fees and Charges

Item	Details	Exhibited Fees	New Fees
1. Community Facilities Fee Structure	Faith and religious groups / organisations providing inclusive community activities and programs currently under **Category C** (Funded Community Groups) to be transferred to **Category A** (Private / Commercial / Government Organisations). There is a mix of bookings from religious based organisations that are delivering free community-based activities such as Prayer sessions(intended), but also fee for service activities that act as commercial cash cows (not intended) such as tutoring, sports activities and even weddings. There has been a case where a religious entity booked a venue to deliver a wedding and charged several thousand dollars to the couple getting married – and made about $8000 surplus on the booking. Commercial activities should be considered Category A. It's not possible for Council staff to pay visits to bookings (out of hours) to assess whether the activities being conducted are commercial activities or otherwise. Within Zipporah the Category is assigned to the entity not the activity type so it's not possible to assign Category A for one activity and Category C for another. The system is limited in its functionality to that extent.		
2. Temporary Food Premises, Stalls and Vendors	Increase will cover desk top risk assessment, registration and inspection fee should an inspection is required.	$125.00	$175.00

Attachment 7 – Internal Submissions

Item	Details	Exhibited Fees	New Fees
	The cost of a 4-hour inspection by two Environmental Health Officers is $835 on weekdays and $945 on Saturday afternoons. The recommended increase will partly defray the staff cost undertaking food inspections.		
3. Development application fees contained in Schedule 4 of the Environmental Planning and Assessment Regulation 2021.	Fee increase notification from the Department of Planning received by Council during the exhibition period. ***Development Assessment Fees*** ***Development Applications*** ***Subdivisions*** New road	 $865.00 plus $65.00 per lot	 $885 plus $65.00 per lot
	No new road	$430.00 plus $53.00 per lot	$440 plus $53.00 per lot
	Strata	$430.00 plus $65.00 per lot	$440 plus $65.00 per lot
	Development involving the erection of a dwelling house with an estimated construction cost of $100,000 or less (incl. Planning Reform fee)	$592.00	$606.00
	All development All development up to $5,000	$144.00	$147.00
	All development with a value of $5,001 - $50,000	$220.00 + $3 per $1,000 (or part of $1,000) of the estimated cost	$226.00 + $3 per $1,000 (or part of $1,000) of the estimated cost
	All development with a value of $50,001 - $250,000	$459.00 + $3.64 per $1,000 (or part of $1,000) by which the	$470.00 + $3.64 per $1,000 (or part of $1,000) by which the

Attachment 7 – Internal Submissions

Item	Details	Exhibited Fees	New Fees
		estimated cost exceeds $50,000	estimated cost exceeds $50,000
	All development with a value of $250,001- $ 500,000	$1,510.00 + $2.34 per $1,000 (or part of $1,000) by which the estimated cost exceeds $250,000	$1,510.00 + $2.34 per $1,000 (or part of $1,000) by which the estimated cost exceeds $250,000
	All development with a value of $500,001 - $1,000,000	$2,272.00 + $1.64 per $1,000 (or part of $1,000) by which the estimated cost exceeds $500,000	$2,325.00 + $1.64 per $1,000 (or part of $1,000) by which the estimated cost exceeds $500,000
	All development with a value of $1,000,001 - $10,000,000	$3,404.00 + $1.44 per $1,000 (or part of $1,000) by which the estimated cost exceeds $1,000,000	$3,483.00 + $1.44 per $1,000 (or part of $1,000) by which the estimated cost exceeds $1,000,000
	All development exceeding $10,000,000	$20,667.00 + $1.19 per $1,000 (or part of $1,000) by which the estimated cost exceeds $10,000,000	$21,146.00 + $1.19 per $1,000 (or part of $1,000) by which the estimated cost exceeds $10,000,000
	Modification Minor modifications (s96(1) EP&A Act) – Misdescription/calculation of fees etc.	$93.00	$95.00
	Modifications (s96(1A) or (s96(AA)(1) EP&A Act) - Minimal Impact a) 50% of the original fee or $754.00, whichever is less		

Attachment 7 – Internal Submissions

Item	Details	Exhibited Fees	New Fees
	Plus advertising costs	50% of the original fee or $839.00, whichever is less Plus advertising costs (up to max $866.00)	50% of the original fee or $859, whichever is less Plus advertising costs (up to max $886.00)
	All other modifications (s96 (2) or (s96(AA)(1) EP&A Act -Minor modifications to combined DA/ Construction Certificates and complying development (for residential only up to but not including dual occupancy). b) if original application fee was $100 or more:- ii) Erection of a dwelling with estimated cost of $100,000 or less	$247.00	$253.00
	iii) Erection of a dwelling with estimated cost over $100,000		
	iv) For any other development	Fee as listed in Table 1	Fee as listed in Table 1
	Table 1 ***Estimated Cost*** Up to $5,000	Fee as listed in Table 1	Fee as listed in Table 1
	$5,001 to $250,000	$71.00	$73.00
	$250,001 to $500,000	$110.00 plus an additional $1.50 for each $1,000 (or part of $1,000) of the estimated cost	$113.00 plus an additional $1.50 for each $1,000 (or part of $1,000) of the estimated cost
	$500,001 to $1,000,000	$651.00 + $0.85 for each $1,000 (or part) of estimated cost above $250,000	$666.00 + $0.85 for each $1,000 (or part) of estimated cost above $250,000

Attachment 7 – Internal Submissions

Item	Details	Exhibited Fees	New Fees
	$1,000,001 to $10,000,000	$927.00 + $0.50 for each $1,000 (or part) of estimated cost above $500,000	$949.00 + $0.50 for each $1,000 (or part) of estimated cost above $500,000
	More than $10,000,000	$1,285.00 + $0.40 for each $1,000 (or part) of estimated cost above $1,000,000	$1,314.00 + $0.40 for each $1,000 (or part) of estimated cost above $1,000,000
	Plus advertising costs	$6,167.00 + $0.27 for each $1,000 (or part) of estimated cost above $10,000,000 Plus advertising costs (up to max $866.00)	$6,310.00 + $0.27 for each $1,000 (or part) of estimated cost above $10,000,000 Plus advertising costs (up to max $886.00)
	Fee for review of a determination of DA (ii) Erection of a dwelling with estimated cost of $100,000 or less	$247.00	$253.00
	iii) Erection of a dwelling with estimated cost over $100,000		
	(iv) For any other development	Fee as listed in Table 2	Fee as listed in Table 2
	Plus advertising costs	Fee as listed in Table 2 Plus advertising costs (up to max $807.00)	Fee as listed in Table 2 Plus advertising costs (up to max $826)
	Table 2 **Application for review under the Act, section 8.3 that relates to a development application, not referred to in item 7.1 and 7.2 for development with an estimated cost of —** Up to $5,000		

Attachment 7 – Internal Submissions

Item	Details	Exhibited Fees	New Fees
	$5,001 to $250,000	$71.00	$73.00
	$250,001 to $500,000	$111.00 + $1.50 per $1,000 (or part of $1,000) by which the estimated cost exceeds $5,000	$114.00 + $1.50 per $1,000 (or part of $1,000) by which the estimated cost exceeds $5,000
	$500,001 to $1,000,000	$651.00 + $0.85 per $1,000 (or part of $1,000) by which the estimated cost exceeds $250,000	$666.00 + $0.85 per $1,000 (or part of $1,000) by which the estimated cost exceeds $250,000
	$1,000,001 to $10,000,000	$927.00 + $0.50 per $1,000 (or part of $1,000) by which the estimated cost exceeds $500,000	$949.00 + $0.50 per $1,000 (or part of $1,000) by which the estimated cost exceeds $500,000
	More than $10,000,000	$1,285.00 + $0.40 per $1,000 (or part of $1,000) by which the estimated cost exceeds $1,000,000	$1,314.00 + $0.40 per $1,000 (or part of $1,000) by which the estimated cost exceeds $1,000,000
	Fee for Review of Decision to Reject a Development Application	$6,167.00 + $0.27 per $1,000 (or part of $1,000) by which the estimated cost exceeds $10,000,000	$6,310.00 + $0.27 per $1,000 (or part of $1,000) by which the estimated cost exceeds $10,000,000

Attachment 7 – Internal Submissions

Item	Details	Exhibited Fees	New Fees
	(a) If estimated cost of development is less than $100,000	$71.00	$73.00
	(b) If estimated cost of development is $100,000 or more but less than or equal to $1,000,000	$195.00	$199.00
	(c) If estimated cost of development is more than $1,000,000	$325.10	$332.60
	Designated Development	$1,198.00 plus standard DA fee Schedule and advertising fee of $2,890	$1,226.00 plus standard DA fee Schedule and advertising fee of $2,890
	Development not involving the erection of a building, the carrying out of work, or the subdivision of land (change of use)	$371.00	$379.00
	Development for the purpose of an advertising sign or structure	$371.00 plus $93 for every additional sign or structure Or the fee calculated in accordance with the fee for DA costings, whichever is the greater	$379.00 plus $93 for every additional sign or structure Or the fee calculated in accordance with the fee for DA costings, whichever is the greater
	Integrated Development Council Processing Fee		
	Concurrence Council Processing Fee	$183.00	$187.00
	Liverpool Design Excellence Panel (Section 4.55 Applications)	$183.00 $3,905.00	$187.00 $3,996.00
	Advertising Fee		
	Non designated developments		
	Designated developments	$1,438.00	$1,472.00

Attachment 7 – Internal Submissions

Item	Details	Exhibited Fees	New Fees
	Pre DA Application Meeting Pre DA Application Meeting for Design Excellence Panel	$2,890.00	$2,957.00
	Design Excellence Panel Design Excellence Panel - Referral for all applications	$3,904.90 $3,905.00	$3,996.00 $3,996.00

Operating Budget

Item	Details	FY 2025/26 Budget Impact	Grants & Contributions	General Fund
1. Undertake Cabramatta Creek Floodplain Risk Management and Plan	Request Council approval to allocate funds for a comprehensive review of the Cabramatta Creek Floodplain Risk Management Study and Plan (FRMS&P). This study is a critical requirement under a grant agreement between Liverpool City Council (Council) and the NSW Government. Without this funding, Council will be in breach of its obligations under the State Floodplain Management Program.	**$220,000**	**$220,000**	
2. Sale of Recycling Material Revenue from sale of recycling material under Litter and Waste Removal – Household Rubbish Collection.	Correction of data entry error.	**$50,000**		**$50,000**
	Total	**$270,000**	**$220,000**	**$50,000**

Attachment 7 – Internal Submissions

Capital Budget

Item	Details	FY 2025/26 Budget Impact	S7.11 Contributions	Grants & Contributions	General Fund
1. Liverpool Contributions Plan 2008, Edmondson Park – Technical Study Fees Recoverable	Technical investigations, planning and design to inform and enable infrastructure projects in Edmonson Park, as identified in Liverpool Contributions Plan 2008 - Edmonson Park.	**$201,250**	**$201,250**		
2. Austral Leppington Contributions Plan 2021 – Collector and Local Roads	Technical investigations, planning and design works, as identified in Austral Leppington North Contributions Plan 2021.	**$143,153**	**$143,153**		
3. Liverpool Contributions Plan 2018, Liverpool City Centre – Peripheral Streetscape Works, Footpath Widening, Access, bike facilities and bus priority	Technical investigations, planning and design of public domain works in the Liverpool City Centre, as identified in Liverpool Contributions Plan 2018.	**$118,018**	**$118,018**		
4. Detailed Design of Fourth Avenue Upgrade Works from Fifth Avenue to Tenth Avenue	Technical investigations, planning, concept and detailed design works to Fourth Avenue, as identified in Austral Leppington North Contributions Plan 2021.	**$98,100**	**$98,100**		

Attachment 7 – Internal Submissions

Item	Details	FY 2025/26 Budget Impact	S7.11 Contributions	Grants & Contributions	General Fund
5. Development of concept design for LP2, Austral	Technical investigations, planning and concept design for Local Park 2 Austral, as identified in Austral Leppington North Contributions Plan 2021.	**$64,666**	**$64,666**		
6. Development of concept design for LP6, Austral	Technical investigations, planning and concept design for Local Park 6 Austral, as identified in Austral Leppington North Contributions Plan 2021.	**$34,874**	**$34,874**		
7. Development of concept design for LP7, Austral	Technical investigations, planning and concept design for Local Park 7 Austral, as identified in Austral Leppington North Contributions Plan 2021.	**$25,000**	**$25,000**		
8. Development of concept design for LP35, Austral	Technical investigations, planning and concept design for Local Park 35 Austral, as identified in Austral Leppington North Contributions Plan 2021.	**$25,000**	**$25,000**		
9. Development of concept design for LP55, Austral	Technical investigations, planning and concept design for Local Park 55 Austral, as identified in Austral Leppington North Contributions Plan 2021.	**$32,080**	**$32,080**		

Attachment 7 – Internal Submissions

Item	Details	FY 2025/26 Budget Impact	S7.11 Contributions	Grants & Contributions	General Fund
10. Development of concept design for LP62, Austral	Technical investigations, planning and concept design for Local Park 62 Austral, as identified in Austral Leppington North Contributions Plan 2021.	**$32,080**	**$32,080**		
11. Development of concept design for DP3, Austral	Technical investigations, planning and master plan for District Park 3 Austral, as identified in Austral Leppington North Contributions Plan 2021.	**$40,000**	**$40,000**		
12. Development of concept design for DP4, Austral	Technical investigations, planning and master plan for District Park 4 Austral, as identified in Austral Leppington North Contributions Plan 2021.	**$40,000**	**$40,000**		
13. Development of concept design for DP5, Austral	Technical investigations, planning and master plan for District Park 5 Austral, as identified in Austral Leppington North Contributions Plan 2021.	**$40,000**	**$40,000**		
14. Development of concept design for DP10, Austral	Technical investigations, planning and master plan for District Park 10 Austral, as identified in Austral Leppington North Contributions Plan 2021.	**$40,000**	**$40,000**		

Attachment 7 – Internal Submissions

Item	Details	FY 2025/26 Budget Impact	S7.11 Contributions	Grants & Contributions	General Fund
15. Development of concept design for DP11, Austral	Technical investigations, planning and master plan / concept design for District Park 11 Austral, as identified in Austral Leppington North Contributions Plan 2021.	**$40,000**	**$40,000**		
16. Development of concept design for LS1, Austral	Technical investigations, planning and master plan / concept design for Local Sports field 1 Austral, as identified in Austral Leppington North Contributions Plan 2021.	**$40,000**	**$40,000**		
17. Development of concept design for DS1, Austral	Technical investigations, planning and master plan / concept design for District Sports field 1 Austral, as identified in Austral Leppington North Contributions Plan 2021.	**$40,000**	**$40,000**		
18. Development of concept design for CF2, Austral	Technical investigations, planning and concept design for Community Facility 2 Austral, as identified in Austral Leppington North Contributions Plan 2021.	**$50,280**	**$50,280**		
19. Development of concept design for CF3, Austral	Technical investigations, planning and concept design for Community Facility 2 Austral, as identified in Austral Leppington North Contributions Plan 2021.	**$50,280**	**$50,280**		

Attachment 7 – Internal Submissions

Item	Details	FY 2025/26 Budget Impact	S7.11 Contributions	Grants & Contributions	General Fund
20. Development of concept design for CF4, Austral	Technical investigations, planning and concept design for Community Facility 2 Austral, as identified in Austral Leppington North Contributions Plan 2021.	**$50,280**	**$50,280**		
21. Preparation of Plans of Management for new reserves, LGA wide	Preparation of Plans of Management for parks and open space, to meet legislative requirements.	**$117,017**	**$117,017**		
22. Development of concept design for Sinozich Reserve (OS1), Edmondson Park	Technical investigations, planning and master plan for Sinozich Reserve Edmondson Park, as identified in Liverpool Contributions Plan 2008 - Edmonson Park.	**$74,459**	**$74,459**		
23. Development of concept design for Park 5 (OS 5), Edmondson Park	Technical investigations, planning and master plan / concept design for Open Space 5 Edmonson Park, as identified in Liverpool Contributions Plan 2008 - Edmonson Park.	**$40,000**	**$40,000**		
24. Development of concept design for Basin 14, Edmondson Park	Technical investigations, planning and concept design for park adjacent to Basin 14 Edmonson Park, as identified in Liverpool Contributions Plan 2008 - Edmonson Park.	**$25,000**	**$25,000**		

Attachment 7 – Internal Submissions

Item	Details	FY 2025/26 Budget Impact	S7.11 Contributions	Grants & Contributions	General Fund
25. Development of concept design for CF4, Edmondson Park	Technical investigations, planning and concept design for Community Facility 2 Austral, as identified in Liverpool Contributions Plan 2008 - Edmonson Park.	**$65,280**	**$65,280**		
26. Female Friendly Changeroom Upgrades at Rosedale Oval	Council secured grant funding from the Australian Football League towards changeroom upgrades at Rosedale Oval. **Sourced from within the Sports Amenity Building Upgrade Program budget	**$80,000**		**$40,000**	**$40,000****
27. Applicant Tracking System (ATS)	Procure software to assist in managing recruitment process by automating job postings and candidate tracking.	**$112,775**			**$112,775**
28. Volunteer Management System (VMS)	Procure software to organise volunteers, from recruitment and onboarding to scheduling, communication and reporting.	**$50,000**			**$50,000**
	Total	**$1,774,592**	**$1,531,817**	**$40,000**	**$202,775**

Community Strategic Plan (CSP) Phase two engagement

LIVERPOOL CITY COUNCIL

EXECUTIVE REPORT

12/06/2025

Background

Phase 2 of the *Liverpool 2050 Vision* consultation advanced earlier engagement by delivering a strategically targeted and varied program of activities. Led by the City Strategy and Performance Team, with support from CRED Consulting, this phase engaged a broad cross-section of the community through pop-ups, workshops, and stakeholder forums across key locations including shopping centres, schools, universities, and digital platforms throughout May and June 2025.

Phase 2 also marked a deliberate shift towards engaging new and often underrepresented audiences**,** particularly young people**,** students**,** and families**.** Activities were purposefully tailored to different age groups, using creative and engaging formats such as colouring stations, drawing prompts, and student-led discussions. This approach ensured civic participation extended beyond traditional stakeholders, with a broader demographic profile represented in the feedback. These new voices are vital to shaping Liverpool's long-term strategic direction, ensuring that the *Liverpool 2050 Vision* reflects the evolving needs of both current and future generations.

Share your views Survey Outcome

Council launched the "Share Your Views" Community Strategic Plan – Liverpool 2050 Survey on 1 December 2024 to understand residents' current experiences, aspirations, and priorities for Liverpool's future.
The survey remained open until 31 May 2025 and received 1,362 responses.

It was promoted through Council's website and social media platforms, email to 16,000 property owners, and delivered via DL flyer to around 40,000 households through Australia Post.

To encourage participation, Council incentivised the survey, offering a prize draw of ten $100 EFTPOS vouchers and invited residents to join its consultation database for ongoing involvement in the Community Strategic Plan (CSP) review.

Approach

Council intentionally expanded its outreach to include underrepresented groups identified in Phase 1, such as culturally and linguistically diverse (CALD) communities, youth, seniors, and residents in growth precincts. Engaging CRED brought specialist expertise to co-design and deliver engagement tailored to diverse communities, enhancing cultural responsiveness and reach.
From QR-coded jellybean packs to colouring stations for children and vision-drawing exercises, the consultation used creative formats to attract and involve families, enabling meaningful conversations with parents and carers.

Community Strategic Plan (CSP) Phase two engagement

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Insights from Phase 1 informed Phase 2's delivery, refining messaging, location choices, and survey design to improve clarity, accessibility, and community resonance.

Promotion

Council had a social media campaign, comprising of 2-3 posts on Instagram and Facebook containing promotional collateral, directing residents to complete the survey via links in the post.

The CSP online engagement took place over 11 weeks from March till May 2025.

Data Analysis (based on survey data of 1,362 respondents)

Question 1 - What do you value most about living in Liverpool?

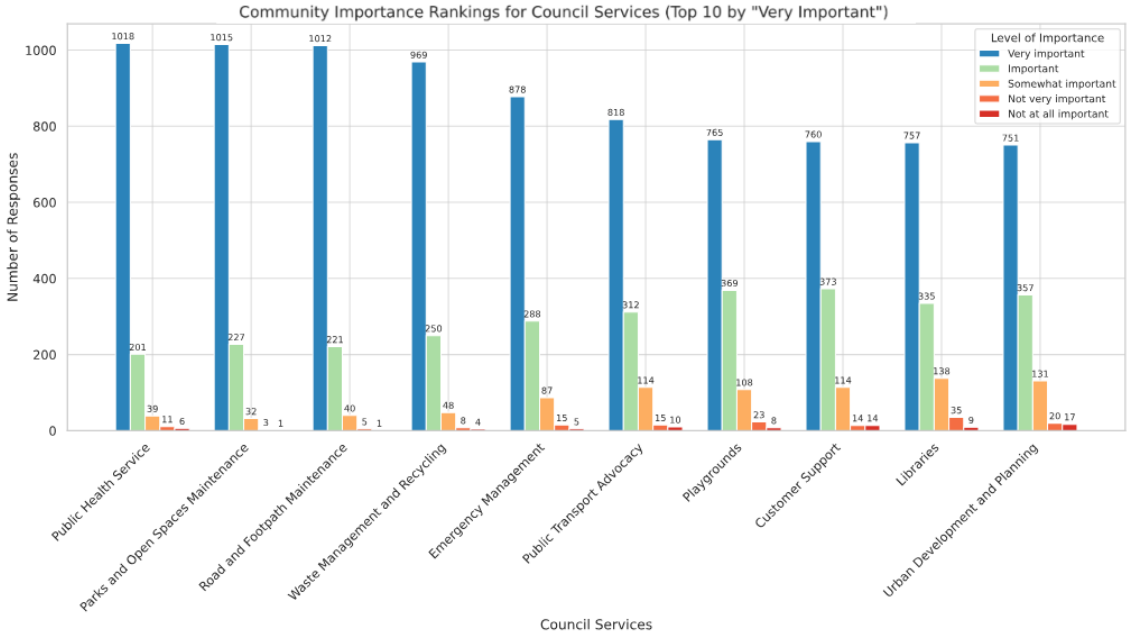


Community Strategic Plan (CSP) Phase two engagement

LIVERPOOL CITY COUNCIL

EXECUTIVE REPORT

Question 2 - Council delivers a range of services to the community. Please rank the services in order of importance to you:

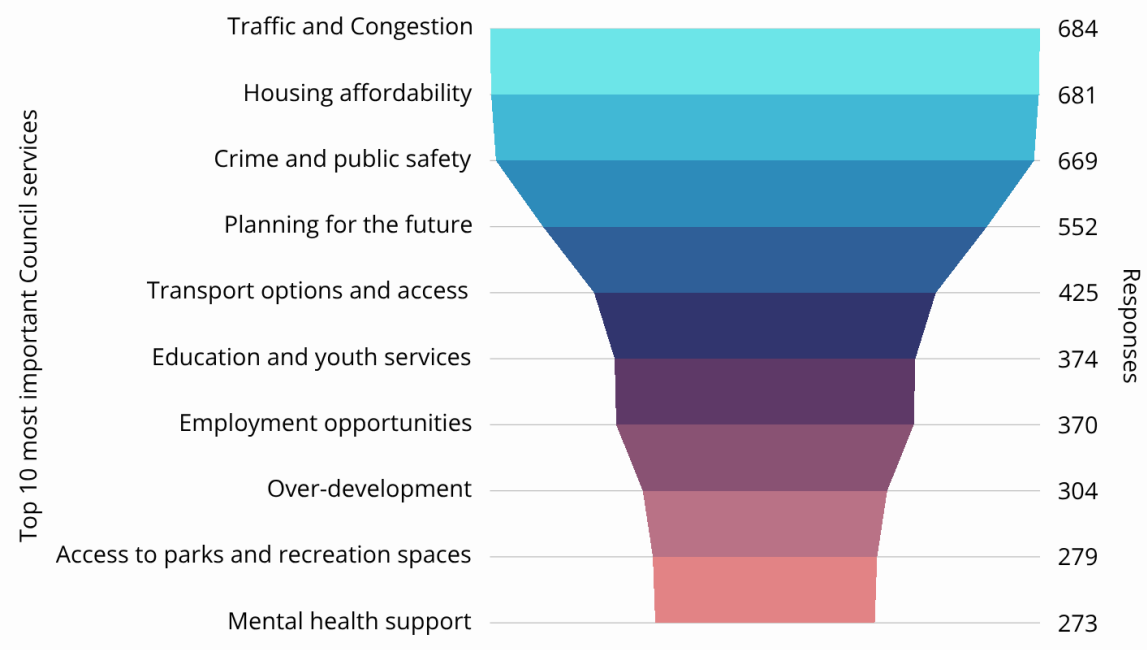


Community Strategic Plan (CSP) Phase two engagement

LIVERPOOL CITY COUNCIL

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Question 3. What do you think are the top challenges facing our community?



Speak on new target audience in phase 2

Gender	57% Female	39% Male	4% Prefer not to say
Age	18-24 years - 8%	24-34 years - 21%	35-44 years - 31%
	45-54 years - 18%	55-64 years - 15%	65 plus years - 7%
Postcode	95% of participants came from within the Liverpool LGA. 4% originating from postcodes outside the area, like Sydney CBD, Chatswood, Granville, Kellyville, and Leumeah, suggesting these participants likely have ties to Liverpool through work, study, community facilities (Library or CPAC), or by attending Liverpool Council run events like the Family Fun Day.		
Language Spoken	54% of residents speak English, followed by Arabic (7%), and Hindi (4%), with a total of 62 languages identified so far. The broad mix of Asian, Middle Eastern, and European languages highlights the importance of culturally inclusive and multilingual Council services.		
Future Consultation	59% of participants have opted-in to be a part of our mailing list where they will be invited to participate in future consultation and take part in working groups held by Council. This shows that the community wish to be a part of the decision-making process that impacts them, their community and the Council.		
EFTPOS Voucher	Over 90% of participants have opted-in to go in the running to win 1 of Ten (10) $100 EFTPOS vouchers. Incentivising the survey has yielded a positive impact on the community's engagement and will lead to the overall success of the survey and its findings.		

Community Strategic Plan (CSP) Phase two engagement

LIVERPOOL CITY COUNCIL

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Interviews – Community Workshops - 2168

Council has engaged with stakeholders and service providers supporting Liverpool's Culturally and Linguistically Diverse (CALD) and lower socio-economic communities.

These communities are diverse and have 'micro-community' classifications as well as cross-demographic needs. The demographic profile included age, gender, employment status overlaid with factors such as disability, migration status, languages spoken and socio-economic status. Several of these factors are specific to the CALD and lower socio-economic communities in Liverpool whereas others span across the wider LGA. These communities largely represent sectors of the community that are prone to hardship, trauma, mistrust with government figures and have language and digital literacy barriers. Subsequently, a different approach to communications and engagement was required.

The workshops conducted with key community stakeholders and service providers were an opportunity to have a discussion on the strengths, priorities and current challenges which were relevant to them and should be factored into the future planning of Liverpool.

Community Engagement

Between April and June 2025, Council conducted a diverse series of engagement activities reaching students, families, stakeholders, and community members across Liverpool.

Key initiatives included youth-focused workshops such as the Leadership Program (60 students) and Children's Parliament (44 participants), as well as outreach events like the Neighbourhood Block Party and Community Pop-ups at local shopping centres.

University students were engaged through interactive sessions at Western Sydney University and the University of Wollongong.

A stakeholder roundtable convened over 54 participants, and 100 creative submissions were received through the Children's Writing Competition.

Two incentivised community workshops concluded the engagement, gathering insights from residents on the future of Liverpool 2050.

Community Strategic Plan (CSP) Phase two engagement

LIVERPOOL CITY COUNCIL

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Community Engagement Activities and Pop-ups

Date(s)	Activity Type	Location/Event	Key Engagement Details
8 April 2025	Youth Engagement – Leadership Program	Council Chambers	60 students consulted; QR codes distributed via jelly beans
9 April 2025	Neighbourhood Block Party	Hoxton Park Public School	50 jelly bean packs with QR codes handed out
6 May 2025	Children's Parliament	Liverpool City Council	44 students (ages 10–12) to participate; 12 will consult further with Council; managed by CRED Consulting
14 May 2025	University Student Engagement	Western Sydney University & University of Wollongong	Two sessions with students to be consulted; donut incentive per participant; managed by CRED Consulting
17 May 2025	Community Pop-ups	Carnes Hill Marketplace & Macquarie Street, outside Liverpool Plaza entrance	Two sessions, engaging with shoppers on the CSP and future of Liverpool
22 May 2025	Stakeholder Round Table	Council Chambers	Over 54 Stakeholder attended and actively participated in the Roundtable discussing the CSP and Liverpool 2050
30 May 2025	Children's Writing Competition	68 Primary Schools across LGA	Invited 68 schools; 2 student winners; winning schools awarded $500 prize 100 submissions total
10 June 2025	Community Workshops	Online session via Zoom & In-person Session at Yellamundie Library	Two sessions of 8 community members who opted-in to provide input on CSP- with a $80 incentive per participant: managed by CRED Consulting

Overall Engagement Reach

The CES, CSS and CSP engagement program employed a diverse mix of outreach channels and in-person activities to reach a broad demographic of the Liverpool's community. The engagement process prioritised inclusivity, accessibility, and creativity to ensure voices of all ages and backgrounds were captured.

Community Strategic Plan (CSP) Phase two engagement

LIVERPOOL CITY COUNCIL

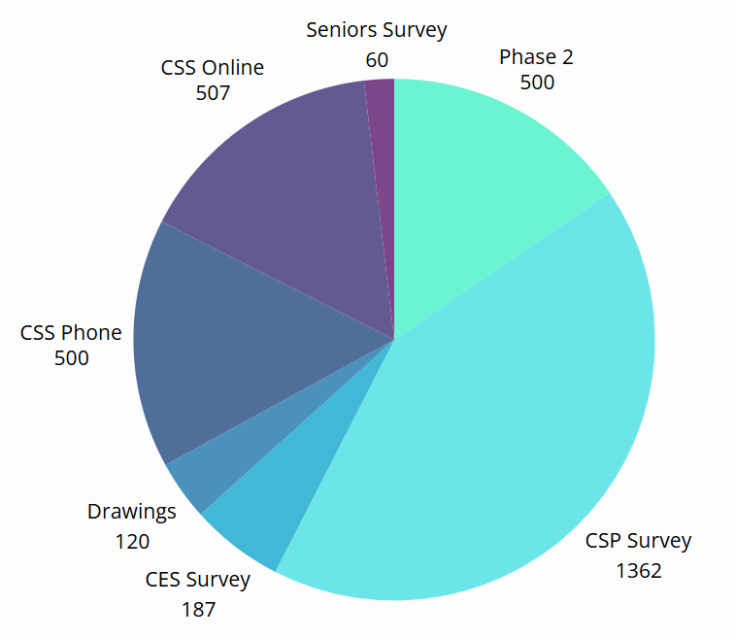
EXECUTIVE REPORT

Total Community Survey Responses to date:

This has brought the **total engagement responses to 3,236**, with strong representation from both adults and children. The level of participation reflects a community that is actively interested in shaping Liverpool's long-term future.

Engagement was achieved through a variety of methods, including:

- Digital and printed survey promotions
- Attendance at community events and pop-ups
- Youth and school programs
- Citizenship ceremonies
- Targeted sessions with Councillors, ELT, and Staff
- Incentivising the surveys
- Prizes for to increase youth participation



Electronic Engagement

Channel	Reach	Format	Audience Reach / Notes
Mailchimp EDM	Approx 500	Digital (Email)	Invitation sent to internal databases who opted in to participate in Council engagement
Liverpool Life (e-newsletter)	4,209 on mailing list	Digital (Email)	Featured monthly; distributed to community via email
Liverpool Life (physical newsletter)	Spring/Summer & Autumn/Winter editions	Print	Seasonally distributed hard copy across LGA and Council events
Casula Powerhouse Arts Centre (CPAC)	15,073 on mailing list	Digital (Email)	Approx. **15,000** subscribers; arts and culture audience, comprising of both LGA residents and non LGA residents
In The Loop (internal staff e-news)	1266 on mailing list	Internal Digital	Reaches **all Council staff** for internal awareness

Community Strategic Plan (CSP) Phase two engagement

LIVERPOOL CITY COUNCIL

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Facebook & Instagram - Social Tile & Story Posts	Total Views - 72,075 Total Reach – 47,619 Total Engagement – 382 Total Link Clicks – 494 Total Shares – 14	Social Media	• Most Engaged Post - Facebook post on April 16 achieved the highest engagement with 113 interactions and 292 link clicks. • Instagram Performance- While Instagram had a lower reach than Facebook, the Instagram stories outperformed static posts in link clicks (107 from stories vs. none from static posts). • Negative Commentary - Facebook posts received some inappropriate and off-topic comments, prompting removals per Council's social media guidelines.
Draft Documents on Public Exhibition – Survey Feedback	CSP DPOP LTFP	Survey Monkey	• Draft Community Strategic Plan 2025-2035 – 22 Responses • Draft Delivery Program 2025-2029 and Operational Plan 2025-2026 – 5 Responses • Draft Long-Term Financial Plan 2026-2035 and Draft Revenue Pricing Policy (Fees and Charges) – 13 Responses
Draft Documents on Public Exhibition – Written objections	176 objections and formal submissions plus 12 duplicates	• Councillors • Email • Mayor • Post	• Summary report by Melissa Mallo

Conclusion

The City Strategy and Performance team, in collaboration with CRED Consulting, undertook a variety of engagement activities across the Liverpool LGA to connect with a broad cross-section of the community. These included pop-ups, youth programs, university activations, stakeholder roundtables, creative competitions, and workshops. The purpose was to listen deeply to what resident's value about Liverpool today and their hopes for the city's future.

Council is grateful to everyone who took the time to share their views, ideas and lived experiences. These contributions will directly inform the development of the Liverpool 2050 Vision and ensure the Community Strategic Plan reflects the diverse needs and aspirations of our growing city.

For any questions or further information, please contact Hiba Soueid, Manager Corporate Strategy and Performance at soueidh@liverpool.nsw.gov.au.

OPER 03	Floodplain and Stormwater Management Policy

Strategic Objective	Liveable, Sustainable, Resilient Manage stormwater and drainage infrastructure to mitigate risk to the environment and the community
File Ref	164067.2025
Report By	Maruf Hossain - Coordinator Floodplain and Water Management
Approved By	Peter Scicluna - Acting Director Operations

EXECUTIVE SUMMARY

The purpose of this report is to seek Council endorsement of Council's updated Floodplain and Water Management Policy (Policy).

The Policy provides a comprehensive framework for managing all aspects of the water cycle in a coordinated and integrated manner. The Policy provides clear strategic directions and principles to guide water management across the Liverpool Local Government Area (LGA), with a focus on the following:

- Promoting and enabling the sustainable use and development of flood-prone land;
- Implementing Water Sensitive Urban Design (WSUD) principles to improve water quality; and
- Enhancing water conservation outcomes.

At its meeting on 31 August 2022, Council resolved to hold a workshop before the next review and update of the Policy. The purpose of the workshop was specifically to address concerns regarding flood evacuation, given the NSW Government (at the time) was still finalising their Shelter-in-Place (SIP) Guideline.

However, the SIP Guideline has now been finalised and was adopted by the NSW Government in January 2025, providing the necessary guidance around flood evacuation, which was been incorporated through the inclusion of Section 3.1.4 of this updated Policy. As such, the need for a workshop may no longer be relevant.

The Policy has been reviewed and updated to reflect relevant legislative changes and current best practice in floodplain and water management.

This report recommends that Council endorses the updated Floodplain and Water Management Policy.

RECOMMENDATION

That Council adopts the updated Floodplain and Water Management Policy.

REPORT

Background

The Liverpool Local Government Area (LGA) is traversed by an extensive network of creeks and waterways, making effective floodplain and water management a critical responsibility for Council. Rapid urbanisation across the Local Government Area (LGA) has significantly increased the quantity of impervious surfaces such as roads, rooftops, and pavements. This, in turn, has resulted in greater volumes of stormwater runoff entering urban waterways, placing substantial pressure on the natural environment.

Without proactive management, this increased runoff can cause degradation of watercourses, including accelerated creek bank erosion, sedimentation (siltation), and the decline of riparian vegetation. Urban activities also contribute pollutants—such as oils, litter, heavy metals, and nutrients - which are carried by stormwater into surrounding natural environments, impacting water quality and aquatic ecosystems.

As the Liverpool LGA continues to grow, these challenges are expected to intensify, highlighting the need for a comprehensive and integrated policy approach. A robust policy framework is essential to guide Council's response to flooding, stormwater management, waterway health, and water conservation, ensuring long-term environmental resilience and community safety.

In June 2016, Council adopted the Water Management Policy (Policy) as part of its broader Water Management Framework (Framework). The Framework establishes clear principles and standards for managing the entire water cycle in a coordinated and sustainable manner. The Policy, together with the Water Management Strategy, provides direction for the responsible use and development of flood-prone land, and supports ongoing improvements in water quality and conservation outcomes across the Liverpool LGA.

The Framework together with its various elements are shown in Figure 1.0 below.

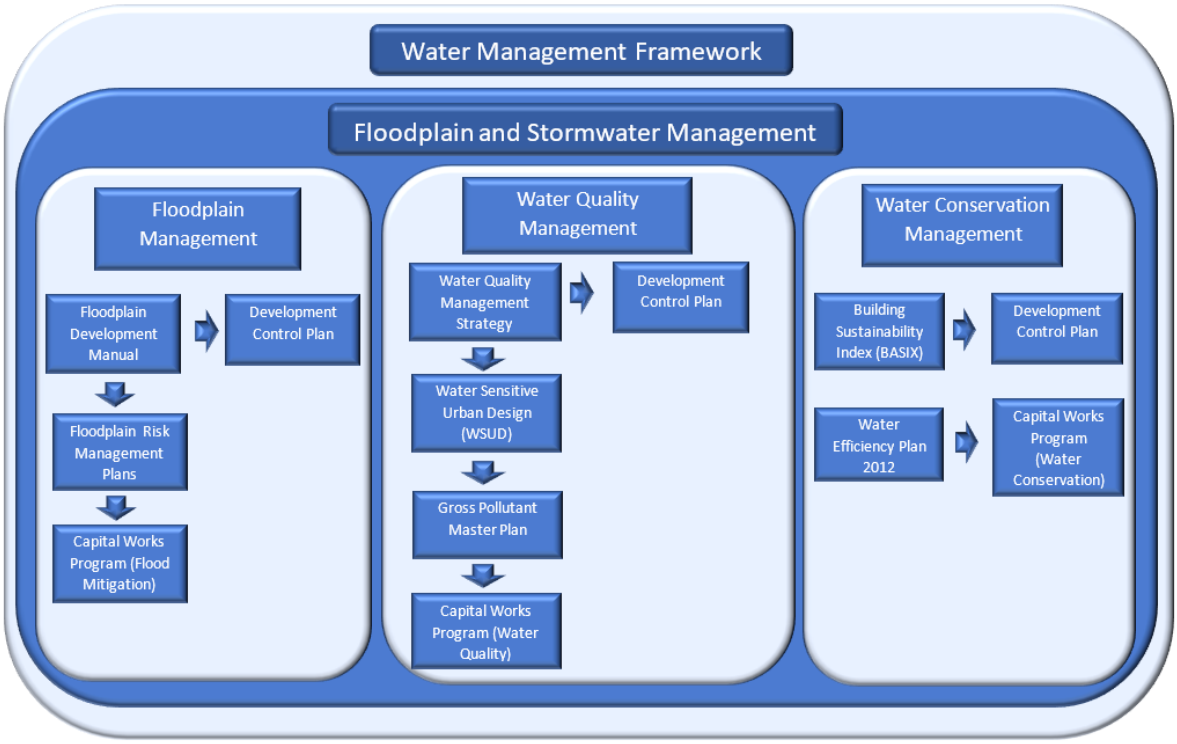


Figure 1.0 – Council's Water Management Framework

The Policy has been reviewed by relevant stakeholders and updated with changes to ensure it aligns with changes to relevant legislative requirements and current best management practices in floodplain and water management.

After review and consultation, the following key edits and additions have been made to the Policy:

1. Title

The title of the Policy has been updated from 'Water Management Policy' to 'Floodplain and Water Management Policy', to better reflect the scope of the Policy.

2. Section 1

Clarification is provided to ensure the Policy applies to all development types including residential, commercial and industrial developments on private and public lands within the Liverpool LGA.

The following additional objectives have been added to Section 1:

- ensures any development on floodplain is following the recommendations of the relevant Floodplain Risk Management Study and Plan;
- ensures principles of Water Sensitive Urban Design (WSUD) is applied for stormwater quality treatment and pollution reduction targets are achieved for all developments in accordance with Council's Development Control Plans (DCPs);
- protecting and enhancing the ecological health of natural waterways; and
- encourages use of the waterways for open space and recreation.

3. Section 3.1

The following two subclauses have been added to ensure development within flood prone lands comply with the requirements of the relevant Council Floodplain Risk Management Study and Plan (FRMSP) and consider safe evacuation during major flood events, including and up to the probable maximum flood (PMF):

3.1.3 All development within the flood prone lands must comply with the requirements of the relevant Council Floodplain Risk Management Study and Plan (FRMSP) for the respective catchment.

3.1.4 All developments with the flood prone lands must consider safe evacuation during major flood events, including up to the probable maximum flood (PMF).

A mark-up of the Policy showing the updates (in track changes), and a clean copy, are attached to this report.

At its meeting on 31 August 2022, Council resolved to hold a workshop before the next review and update of the Policy. The purpose of the workshop was specifically to address concerns regarding flood evacuation, given the NSW Government (at the time) was still finalising their Shelter-in-Place (SIP) Guideline.

However, the SIP Guideline has now been finalised and was adopted by the NSW Government in January 2025, providing the necessary guidance around flood evacuation, which was been incorporated through the inclusion of Section 3.1.4 of this updated Policy. As such, the need for a workshop may no longer be relevant.

This report recommends that Council endorses the updated Floodplain and Water Management Policy, to enable Council to continue to provide clear direction for the management of floodplain, waterways, stormwater and water quality, as well as define the key principles that underpin water management in the Liverpool LGA.

FINANCIAL IMPLICATIONS

There are no financial implications relating to this recommendation.

CONSIDERATIONS

Economic	Financial benefits arising from increased recycling and reuse of water and thereby reduce costs to Council.
Environment	Manage the environmental health of waterways. Manage air, water, noise and chemical pollution.
Social	Promote community education and awareness as key elements to manage water quality.
Civic Leadership	Act as an environmental leader in the community.
Legislative	Policy assists Council to fulfill its obligations under the Local Government Act 1993 and NSW Government's Flood Risk Management Policy 2023.
Risk	Policy assists Council to help protect people and properties from the risk of flood events.

ATTACHMENTS

1. Floodplain and Water Management Policy 2025
2. (MARK-UP) Water Management Policy 2016

FLOODPLAIN AND WATER MANAGEMENT POLICY

Adopted: 18 June 2025

TRIM: TBC

FLOODPLAIN AND WATER MANAGEMENT POLICY

DIRECTORATE: **Operations**

DEPARTMENT: **Infrastructure Planning**

BUSINESS UNIT: **Floodplain and Water Management**

1. PURPOSE / OBJECTIVES

The purpose of the Floodplain and Water Management Policy (Policy) is to set standards for the management of all aspects of the water cycle in a holistic and coordinated way. The Policy provides clear directions for water management and defines the key principles that will underpin water management within the Liverpool Local Government Area (LGA).

The objective of this Policy is to guide Council's water management activities and practices in a way that does the following:

- ensures water management covers the sustainable management of all aspects of the water cycle comprising water conservation, flood management and water quality management;
- ensures a holistic and coordinated catchment-based approach across all areas of Council in managing water;
- ensures any development on floodplain is following the recommendations of the relevant Floodplain Risk Management Study and Plan;
- enables achievement of Council's water quality targets for its major creeks and rivers;
- ensure principles of Water Sensitive Urban Design (WSUD) is applied for stormwater quality treatment, and pollution reduction targets are achieved for all developments in accordance with Council's Development Control Plans (DCPs);
- enables identification of gaps in current water management initiatives and aids capacity building to facilitate the implementation of industry best practice approach to managing water;
- promotes community participation to encourage source control to reduce pollutants reaching major creeks and rivers;
- protecting and enhancing the ecological health of natural waterways;
- encourages use of the waterways for open space and recreation;
- facilitates sustainable occupation of flood prone lands; and
- Drives water conservation initiatives to reduce demand on potable water.

2. DEFINITIONS

Building Sustainability Index (BASIX) – a sustainability assessment tool for residential buildings in NSW. BASIX aims to reduce the environmental impact of new homes by requiring them to meet certain minimum standards (for water and energy efficiency, and thermal performance) and to report on construction materials being used so their embodied energy can be calculated.

Catchment based approach – to manage the stormwater environment considering activities and issues in an entire catchment, rather than considering different aspects separately in different locations.

Development Control Plan (DCP) – a Council document that provides detailed planning and design guidelines that support the planning controls in Council's Local Environment Plan (LEP).

Gross Pollutant Trap (GPT) – structure that uses physical processes to capture and retain solid waste such as pollutants, litter and coarse sediment from stormwater runoff.

Local Environmental Plan (LEP) – a Council document that provides a framework to guide planning decisions within the Local Government Area, through zoning and development controls.

National Water Initiative (NWI) – an initiative of the Council of Australian Governments (COAG), and is an intergovernmental agreement, agreed by all Australian states and territories, as the nation's plan for water reform. The plan is based on agreed actions to achieve a more cohesive national approach to the way Australia manages, measures, plans for, prices, and trades water.

Source control – the method to control pollutants at its source, before it reaches into the stormwater system.

Treatment train – a sequence of treatment measures designed to effectively manage stormwater and improve water quality, while also offering substantial short and long-term ecological, environmental, and economic benefits.

Water Efficiency Plan (WEP) 2012 – a water demand management initiative to reduce water consumption from Council facilities such as community facilities, parks, administrative building and childcare centres as per the National Water Initiative and NSW Sustainability Policy.

Water quality target – represents standard of water quality parameters for pollutant load reduction in terms of total nitrogen, total phosphorous and total suspended solids, to protect the ecological health of waterways.

Water Sensitive Urban Design (WSUD) – a land planning and engineering design approach which integrates the urban water cycle, including stormwater, groundwater and wastewater management and water supply, into urban design to minimise environmental degradation and improve aesthetic and recreational appeal.

3. POLICY STATEMENT

The Liverpool LGA is traversed by an extensive network of creeks and river systems, making effective floodplain and water management a critical responsibility of Council. Increasing urbanisation has resulted in a significant increase in impervious surfaces which has in turn, resulted in greater volumes of stormwater runoff entering urban waterways, placing substantial pressure on the natural environment.

Without proactive management, this increased runoff can cause degradation of watercourses, including accelerated creek bank erosion, sedimentation (siltation), and the decline of riparian vegetation.

Activities in urban areas also cause urban contaminants such as oils, litter, heavy metals and nutrients from soil to be deposited and subsequently conveyed by stormwater to surrounding natural water environments, impacting water quality and aquatic ecosystems.

Increasing development is also resulting in more water being consumed for various purposes including drinking water, sanitation, industry and irrigation.

The projected further growth forecasted for the Liverpool LGA means that these pressures on waterways and water usage will continue to intensify.

The requirements and provisions within this Policy provide a proactive response to these pressures and aim to protect the aquatic ecosystems and water resources, and minimise the impacts of urban development on the urban water cycle.

3.1 Flood Prone Lands

3.1.1 Management of all flood prone lands within the Liverpool LGA are governed by the NSW Government's Flood Policy and Flood Risk Management Manual 2023.

3.1.2 Council will continually update its Floodplain Risk Management Studies and Plans for all major waterways within the LGA to guide sustainable development of flood prone lands affected by both mainstream and overland flooding.

3.1.3 All development within flood prone lands must comply with the requirements of the relevant Council Floodplain Risk Management Study and Plan (FRMSP) for the respective catchment.

3.1.4 All development within flood prone lands must consider safe evacuation during major flood events, including and up to the probable maximum flood (PMF).

3.1.5 All developments within flood prone lands must comply with the development controls stipulated in Council's DCP and LEP documents.

3.2 Water Demand Conservation

3.2.1 Council will continue to promote water conservation initiatives as stipulated in the *Water Management Act 2000* and the National Water Initiative.

3.2.2 Council will continue to update its Water Efficiency Plan to ensure Council facilities are planned, designed and operated to minimise the demand on potable water.

3.2.3 All developments within the Liverpool LGA must comply with the requirements of the NSW State Environmental Planning Policy (Building Sustainability Index: BASIX) 2004 (the BASIX SEPP) and Water Conservation provisions of Council's DCPs.

3.3 Water Quality

3.3.1 Council will continually update its Water Quality Management Strategy, to implement best practice water quality improvement actions across the Liverpool LGA.

3.3.2 Council will continually review its priority program for the provision of Gross Pollutant Traps (GPTs) across the established areas of the Liverpool LGA, to help capture and remove pollutants before they reach rivers, creeks and waterways.

3.3.3 All new development in urban release areas of the Liverpool LGA that impact the water cycle must incorporate WSUD principles in the planning, design, construction and maintenance of water related infrastructure, in accordance with the relevant Council DCP and Council's WSUD Guideline.

3.3.4 Redevelopment and development within the infill areas of the Liverpool LGA must incorporate, to the greatest extent possible, WSUD principles in the planning, design, construction and maintenance of water related infrastructure.

3.3.5 Council's major construction activities that impact the water cycle will incorporate WSUD principles in the planning, design, construction and maintenance of water management related infrastructure.

3.3.6 Council will develop and fund an ongoing program to continually monitor and report on water quality performance of all its major waterways including rural waterways to ensure ongoing measurement of performance against set water quality targets.

3.3.7 Council will develop and implement community education and awareness programs to achieve water quality improvement through source control strategies.

3.3.8 Council will continue to work with the Georges Riverkeeper (GRK) in water management of the Georges River catchment.

RELEVANT LEGISLATIVE REQUIREMENTS

a) Civil Liability Act 2002
b) Environmental Planning and Assessment Act 1979
c) Local Government Act 1993
d) National Water Quality Management Strategy 1994
e) Water Management Act 2000
f) National Water Initiative Policy Guidelines

RELATED POLICIES & PROCEDURE REFERENCES

a) Liverpool City Council, Liverpool Development Control Plan 2008 and subsequent amendments
b) Liverpool City Council, Liverpool Local Environmental Plan 2008 and subsequent amendments
c) Liverpool City Council, Water Efficiency Plan
d) Liverpool City Council, Water Quality Management Strategy 2016
e) Liverpool City Council, Climate Action Policy and Climate Action Plan 2022
f) NSW Government, Flood Policy and Flood Risk Management Manual 2023
g) NSW Government, Shelter-in-Place Guideline 2025
h) NSW Government, Western City District Plan

AUTHORISED BY
Council Resolution

DEPARTMENT RESPONSIBLE
Infrastructure Planning

EFFECTIVE FROM
18 June 2025

REVIEW DATE
18 June 2029

VERSIONS

Version	Amended by	Changes made	Date	TRIM Number
1	Not applicable	Original adoption	29 June 2016	157791.2016
2	Council	Minor updates	18 June 2025	TBC

THIS POLICY HAS BEEN DEVELOPED IN CONSULTATION WITH

a) Council's Legal Services and Governance Unit
b) Council's Environment Unit
c) Council's Environmental Advisory Committee
d) Council's Executive Leadership Team (ELT)

ATTACHMENTS
Nil

~~**WATER MANAGEMENT POLICY**~~

FLOODPLAIN AND ~~STORM~~WATER MANAGEMENT POLICY

Adopted: 18 June 2025

Trim: ~~157791.2016~~ TBC~~A~~

FLOODPLAIN AND ~~STORM~~WATER MANAGEMENT POLICY

~~1. LEGISLATIVE REQUIREMENTS~~

~~*Civil Liability Act* 2002~~
~~*Environmental Planning and Assessment Act* 1979~~
~~*Local Government Act* 1993~~
~~*National Water Quality Management Strategy* 1994~~
~~*Water Management Act* 2000~~

1. PURPOSE / OBJECTIVES

The purpose of the Floodplain and Water Management Policy (Policy) is to set standards for the management of all aspects of the water cycle in a holistic and coordinated way. The Policy provides clear directions for water management and defines the key principles that will underpin water management within the Liverpool Local Government Area (LGA).

~~2. OBJECTIVES~~

~~3.1~~ The objective of this P~~p~~olicy is to guide Council's water management activities and practices in a way that does the following:

a~~)~~ Ensures water management covers the sustainable management of all aspects of the water cycle comprising water conservation, flood management and water quality management;

b~~)~~ Ensures a holistic and coordinated catchment based approach across all areas of C~~c~~ouncil in managing water;

c~~)~~ Ensures any development~~s~~ on floodplain~~s~~ ~~are~~ is following the recommendations of the relevant Floodplain Risk Management Study and Plan;

d~~)~~ Enables achievement of C~~c~~ouncil's water quality targets for its major creeks and rivers;

e~~)~~ Ensures principles of W~~w~~ater S~~s~~ensitive U~~u~~rban D~~d~~esign (WSUD) is applied for stormwater quality treatment and pollution reduction targets are achieved for all developments in accordance with ~~the~~ Council's Development Control Plans (DCPs);

f~~)~~ Enables identification of gaps in current water management initiatives and aids capacity building to facilitate the implementation of industry best practice approach to managing water;

g~~)~~ Promotes community participation to encourage source control to reduce pollutants reaching ~~its~~ major creeks and rivers;

FLOODPLAIN AND ~~STORM~~WATER MANAGEMENT POLICY

~~h)~~ Protecting and enhancing the ecological health of ~~the~~ natural waterways;

~~i)~~ Encourages use of the waterways for open space and recreation;

~~j)~~ Facilitates sustainable occupation of flood prone lands; and~~;~~

~~k)~~ Drives water conservation initiatives to reduce demand on potable water.

2. DEFINITIONS

~~4.1 The following definitions apply to this policy:~~

Building Sustainability Index (BASIX) - a sustainability assessment tool for residential buildings in NSW. BASIX aims to reduce the environmental impact of new homes by requiring them to meet certain minimum standards (for water and energy efficiency, and thermal performance) and to report on construction materials being used so their embodied energy can be calculated. ~~the Building Sustainability Index ensures homes are designed to use less potable water and be responsible for fewer greenhouse gas emissions by setting energy and water reduction targets for house and units. BASIX tools helps determine how to meet these targets from a wide range of options such as rainwater tanks, water saving fixtures, improved insulation, passive solar orientation, natural lighting and native plants for gardens~~;

Commented [SS1]: Updated for consistency with NSW Government's definition.

~~a)~~

~~a)~~~~b)~~ Catchment based approach - a catchment based approach is to manage the water environment considering activities and issues in ~~the~~ an entire catchment as a whole, rather than considering different aspects separately in different locations;

~~b)~~~~c)~~ Development Control Plan (DCP) - a D~~d~~evelopment C~~c~~ontrol P~~p~~lan is a Council document that provides detailed planning and design guidelines to support the planning controls in the Local Environment Plan (LEP);

~~c)~~~~d)~~ Gross Pollutant Trap (GPT) - gross pollutant traps are structures that use physical processes to capture and retain solid waste such as pollutants, litter and coarse sediment from stormwater runoff;

~~d)~~~~e)~~ Local Environmental Plan (LEP) ~~-~~ a Local Environmental Plan~~s~~ is a Council document that provides a framework to guide planning decision within the Local Government Area, through zoning and development controls. ~~are statutory documents that guide planning decisions and manage the way land is used within a local government area;~~

~~e)~~~~f)~~National Water Initiative (NWI) - NWI is an initiative of the Council of Australian Governments (COAG), and is an intergovernmental agreement, agreed by all Australian states and territories, as the nation's plan for water reform ~~in Australia~~. The Plan is based on agreed actions to achieve a more cohesive national approach to the way Australia manages, measures, plans for, prices, and trades water;

FLOODPLAIN AND ~~STORM~~WATER MANAGEMENT POLICY

~~f)~~~~g)~~Source control - source control is the method to control ~~the~~ pollutants at its source before it reaches into the stormwater system;

~~g)~~~~h)~~ Treatment train - treatment train is a sequence of treatment measures designed to effectively manage stormwater and improve water quality. while also offering substantial short and long-term ecological, environmental, and economic benefits;

Water Efficiency Plan (WEP) 2012 - Water Efficiency Plan is water demand management initiative to reduce water consumption from Council facilities such as community facilities, parks, administrative building and childcare centres as per the National Water Initiative and NSW Sustainability Policy;

~~i)~~

~~h)~~~~j)~~Water quality target - water quality target represents standard of water quality parameters for pollutant load reduction in terms of total nitrogen, total phosphorous and total suspended solids, to protect the ecological health of waterways;

~~i)~~~~k)~~Water Sensitive Urban Design (WSUD) ~~-~~ Water Sensitive Urban Design is a land planning and engineering design approach which integrates the urban water cycle, including stormwater, groundwater and wastewater management and water supply, into urban design to minimise environmental degradation and improve aesthetic and recreational appeal.

3. POLICY STATEMENT

~~a)~~ The Liverpool LGA is traversed by ~~a large number~~an extensive network of creeks and river systems making ~~the~~ effective floodplain and water management ~~of water a key issue for~~a critical responsibility of Council. Increasing urbanisation has resulted in a significant increase in impervious surfaces which~~and~~ has in turn, resulted in greater ~~significantly increased the~~ volumes of stormwater runoff ~~flowing into~~entering urban waterways, placing substantial pressure on the natural environment. ~~This leads to the continued physical degradation of natural watercourses in urban environments as evident by creek erosion, siltation and die back of vegetation.~~`

4. Without proactive management, this increased runoff can cause degradation of watercourses, including accelerated creek bank erosion, sedimentation (siltation), and the decline of riparian vegetation.

~~a)~~

~~b)~~ Activities in urban areas also cause urban contaminants such as oils, litter, heavy metals and nutrients from soil to be deposited and subsequently conveyed by stormwater to surrounding natural water environments, ~~leading to stormwater pollution in these environments~~impacting water quality and aquatic ecosytems.

5. Increasing development is also resulting in more water being consumed for various purposes including drinking water, sanitation, industry and irrigation.

~~a)~~

FLOODPLAIN AND ~~STORM~~WATER MANAGEMENT POLICY

~~c)~~b) The projected further growth forecasted for the Liverpool LGA means that these pressures on our waterways will continue to intensify.

~~d)~~c) The ~~following policy~~ requirements and provisions within this Policy provides a proactive response to these pressures and aim to protect the aquatic ecosystems and~~, the~~ water resources, and minimise the impacts of urban development on the urban water cycle.

3.1 Flood Prone Lands

~~3.d.1.5.c.1.~~ 3.1.1 Management of all flood prone lands within the Liverpool LGA are governed by the NSW~~State~~ Government's Flood Policy and Floodplain Development Manual 2023~~05~~.

~~3.d.2.5.c.2.~~ 3.1.2 Council will continually update its Floodplain Risk Management Studies and Plans for all major waterways within the LGA to guide sustainable development of flood prone lands affected by both mainstream and overland flooding.

~~3.d.3.5.c.3.~~ 3.1.3 All development~~s~~ within ~~the~~ flood prone lands must comply with the requirements of the relevant Council F~~f~~loodplain R~~r~~isk M~~m~~anagement S~~s~~tudy and P~~p~~lan (FRMSP) for the respective catchment.

~~3.d.4.5.c.4.~~ 3.1.4 All developments with the flood prone lands must consider safe evacuation during major flood events, including up to the probable maximum flood (PMF).

~~3.d.5.5.c.5.~~ 3.1.5 All developments within flood prone lands must comply with the development controls stipulated in Council's DCP and ~~the~~ LEP documents.

3.2 Water Demand and Conservation

3.2.1 Council will continue to promote water conservation initiatives as stipulated in the *Water Management Act 2000* and the National Water Initiative.

3.2.2 Council will continue to update its Water Efficiency Plan to ensure C~~c~~ouncil facilities are planned, designed and operated to minimise the demand on potable water.

~~3.2.3~~ All developments within the Liverpool LGA must comply with the requirements of the NSW State Environmental Planning Policy (Building Sustainability Index: BASIX) 2004 (the BASIX SEPP) and Water Conservation provisions of Council's DCPs
.

FLOODPLAIN AND ~~STORM~~WATER MANAGEMENT POLICY

3.3 Water Quality

3.3.1 Council will ~~develop and~~ continually update its~~a~~ Water Quality Management Strategy ~~for~~ to implement~~ing~~ best practice water quality improvement actions across the Liverpool LGA.

3.3.2 Council will continually review its priority ~~develop a master plan and a priority~~ program for the provision of G~~g~~ross P~~p~~ollutant T~~t~~raps (GPTs) across the established areas of the Liverpool LGA, to help ~~ensure pollutants are~~ capture~~d~~ and remove~~d~~ pollutants before they~~it~~ reach~~es the~~ rivers, creeks and waterways.

3.3.3 All new development~~s~~ in urban release areas of the Liverpool LGA that impact the water cycle must incorporate WSUD principles in the planning, design, construction and maintenance of water related infrastructure in accordance with the relevant Council DCP and Council's WSUD Guideline.

3.3.4 Redevelopment~~s~~ and development~~s~~ within the infill areas of the Liverpool LGA must incorporate, to the greatest~~fullest~~ extent possible, WSUD principles in the planning, design, construction and maintenance of water related infrastructure.

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3.3.7 Council will develop and implement community education and awareness programs to achieve water quality improvement through source control strategies.

~~3.3.8~~ Council will ~~liaise~~ continue to work with the Georges Riverkeeper (GRK) ~~Combined Councils' Committee (GRCCC)~~ in water management of the Georges River catchment.

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RELEVANT LEGISLATIVE REQUIREMENTS

a) Civil Liability Act 2002

b) Environmental Planning and Assessment Act 1979

c) Local Government Act 1993

d) National Water Quality Management Strategy 1994

e) Water Management Act 2000

f) National Water Initiative Policy Guidelines

RELATED POLICIES & PROCEDURRE REFERENCES

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AUTHORISED BY
Council resolution

DEPARTMENT RESPONSIBLE
~~Infrastructure and Environment (Technical Support)~~
Infrastructure Planning

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EFFECTIVE FROM
~~29 June 2016~~ 18 June 2025

REVIEW DATE
~~18 June 2020~~

~~**DEPARTMENT RESPONSIBLE**~~
~~Infrastructure and Environment (Technical Support)~~
~~Operations~~

FLOODPLAIN AND ~~STORM~~WATER MANAGEMENT POLICY

~~REVIEW DATE~~

~~Two Four years after the adoption of this policy~~

VERSIONS

Version	Amended by	Changes made	Date	TRIM Number
1	~~Council Resolution~~Not applicable	~~Not Applicable~~Original adoption	29 June 2016	157791.2016
2	Council ~~Resolution~~	~~Infrastructure Planning~~Minor updates	18 June 2025	TBC

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~~Version~~	~~Amended by~~	~~Changes made~~	~~Date~~	~~TRIM Number~~
~~1~~	~~Council resolution~~	~~Not applicable~~	~~29 June 2016~~	~~157791.2016~~

THIS POLICY HAS BEEN DEVELOPED IN CONSULTATION WITH

Corporate Services (Governance, Legal and Procurement)
Environment Unit
Environmental Advisory Committee
Executive Management Team

~~REFERENCES~~

~~Liverpool City Council: Liverpool Development Control Plan 2008 and subsequent amendments~~
~~Liverpool City Council: Water Efficiency Plan~~
~~Liverpool City Council: Water Quality Management Strategy~~
~~NSW Government Flood Policy and Flood Risk Management Manual 2023~~

ATTACHMENTS

Nil

OPER 04	Liverpool Waste Committee Charter

Strategic Objective	Liveable, Sustainable, Resilient Deliver a beautiful, clean and inviting city for the community to enjoy
File Ref	192908.2025
Report By	Peter Scicluna - Acting Director Operations
Approved By	Jason Breton - CEO

EXECUTIVE SUMMARY

Council at its meeting on 5 February 2025, resolved to direct for the preparation of a Charter for a committee regarding city presentation and maintenance.

This report is tabled to present the Charter.

RECOMMENDATION

That Council endorse the charter.

REPORT

The Waste Charter is provided as an attachment as a response to point 7 of the resolution.

FINANCIAL IMPLICATIONS

There are no financial implications relating to this recommendation.

CONSIDERATIONS

Economic	There are no economic and financial considerations.

Environment	Minimise household and commercial waste. Manage the environmental health of waterways. Manage air, water, noise and chemical pollution. Protect, enhance and maintain areas of endangered ecological communities and high-quality bushland as part of an attractive mix of land uses. Raise community awareness and support action in relation to environmental issues.
Social	Raise awareness in the community about the available services and facilities. Support policies and plans that prevent crime.
Civic Leadership	Act as an environmental leader in the community. Undertake communication practices with the community and stakeholders across a range of media. Foster neighbourhood pride and a sense of responsibility. Facilitate the development of community leaders. Encourage the community to engage in Council initiatives and actions. Provide information about Council's services, roles and decision-making processes. Deliver services that are customer focused. Actively advocate for federal and state government support, funding and services.
Legislative	*Local Government Act 1993* Part 2 Division 1 (Code of Meeting Practice) and Division 2 (Other Provisions Concerning Council meetings) *Privacy and Protection of Personal Information Act 1998*
Risk	There is no risk associated with this report.

ATTACHMENTS

1. Liverpool Waste Committee Charter

LIVERPOOL WASTE COMMITTEE CHARTER

Adopted: xx 2025

TRIM: 197347.2025

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LIVERPOOL WASTE COMMITTEE CHARTER

1. NAME

Liverpool Waste Committee

2. INTERPRETATION

For the purpose of this Charter:

"Council" means Liverpool City Council

"Member" means a member of the Liverpool Waste Committee

"CEO" means the Chief Executive Officer

"AC" means the Waste Committee

3. STATUS OF WASTE COMMITTEE

Advisory Committee of Council

4. PURPOSE

i. Increase Waste Management Services:
   a. Implement a regular clean-up schedule for high-traffic areas in the CBD and suburban streets that are known hotspots. This could involve the deployment of additional street cleaning crews and the use of volunteers from local community groups.

ii. Public Education Campaign:
   a. Launch an awareness campaign to educate residents and businesses about the importance of proper waste disposal. This could include signage in key areas and information distributed through local media.

iii. Enhanced Surveillance and Reporting:
   a. Install surveillance cameras in hotspots where rubbish and trolleys are frequently dumped. Encourage community members to report incidents of illegal dumping through a dedicated hotline or app.

iv. Collaboration with Local Businesses:
      i. Work with local retailers to establish a trolley return initiative, incentivising customers to return trolleys to their designated areas. This could include signage and potential rewards for compliance.

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LIVERPOOL WASTE COMMITTEE CHARTER

v. Community Engagement:
   a. Organize community clean-up days to foster a sense of ownership and responsibility for our public spaces. Engage schools, local organisations, and residents to participate in these initiatives.

vi. Allocate necessary funding to implement these initiatives effectively by redirecting funds from City Futures and Community and Lifestyle.

vii. Report back to the Council within three months on the progress of these actions.

viii. Establish a taskforce to be made up of Councillors Deputy Mayor Harle, Councillor Karnib and Councillor Ristevski together with a representative from the United Services Union and the director of Council operations that meets every month at 6pm to address the ever-growing list of rubbish issues of our LGA. That meeting is to be open to the public.

5. FUNCTION

The Waste Committee will undertake the following actions:

a) Raise issues associated with Waste and recommend actions and solutions;
b) Actively participate in the implementation of Council's Waste Management Plan and Circular Economy Initiatives.
c) Provide advice on Waste issues, as required; and
d) Liaise with Council in relation to Waste issues.

6. OUTCOMES

The Waste Committee aims to achieve the following:

a) To provide advice to Council on matters relating to Waste and Circular Economy;
b) To support Council in achieving a reduction of waste to landfill by maximising resident participation in the recycling, garden waste, mattress and metal collections and ensuring the highest possible recovery of resources from waste.
c) To increase awareness and public education.
d) To achieve a reduction of waste to landfill by treating all waste to recover maximum resources.
e) To support the objectives to lobby and advocate on Waste and Circular Economy issues to key stakeholders.

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LIVERPOOL WASTE COMMITTEE CHARTER

7. COMMITTEE POWERS

7.1 The Waste Committee does not have the power to incur expenditure.

7.2 The Waste Committee does not have the power to bind Council, unless granted a specific delegated authority from Council.

7.3 The Waste Committee can make recommendations to Council or another committee of Council. Recommendations of the Waste Committee will generally be presented to Council in writing, accompanied by a report from relevant Council officers. Recommendations made by the Council Committee may or may not be adopted by Council.

7.4 Recommendations made by the Waste Committee which are determined by the CEO to be substantially operational in nature, will be dealt with by the Director Operations and any action or decision not to act is to be reported to the Committee on a regular basis.

8. MEMBERSHIP

8.1 Councillor representation

8.1.1 The Mayor (or their delegate) and a Councillor nominated by Council will be members of the Waste Committee.

8.1.2 Councillor representatives are encouraged to attend meetings of the Waste Committee and to contribute to discussions.

8.2 Council staff representation

8.2.1 The following staff (or their delegated representatives) are assigned to this committee:

a) Director Operations or delegate
b) Manager Circular Economy or delegate
c) Manager Waste Management or delegate
d) Representatives across Council departments where required.

8.2.2 Staff required to attend the Waste Committee will participate equally with other members in terms of discussion and debate but will not have any voting rights.

8.3 Community representation

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LIVERPOOL WASTE COMMITTEE CHARTER

8.3.1 Membership of the Waste Committee is via an application process at the beginning of each term, and up to three (3) members are selected on the following criteria:

a) Community representatives are required to attend meetings actively participate and commit to the full term of the Waste Committee, being two years.
b) Community representatives are appointed in an individual capacity, based on skills and experience and not as a representative of a particular group.
c) Each community representative completes the Liverpool Waste Committee Registration Form as part of the recruitment process.
d) Informal interviews may be conducted with nominees by the Manager Waste or Circular Economy. The interviews will cover the registration forms and provide an opportunity to get to know the community representative. Following the assessment, nominees will be appointed against selection/ eligibility criteria and recommendations for appointments will be submitted to Council for endorsement.

8.4 Support staff

8.4.1 The operations administrative assistant will attend the Waste Committee meetings to provide administrative and other support. Administrative support is provided for preparation of the agenda, recording of the minutes and distribution of the agenda and business papers.

8.5 Chairperson

8.5.1 The Waste Committee may elect the position of Deputy Chairperson.

8.5.2 The election of the Deputy Chairperson is to be held at the first meeting of the new Waste Committee.

8.5.3 The role of the Chairperson (who is the Mayor or their delegate) is to preside over Waste Committee meetings. The Chairperson requires the skills to be able to facilitate the effective functioning of the Waste Committee. In the absence of the Chairperson, the Deputy Chairperson will preside over the meeting.

8.5.4 If the Chairperson (or the Deputy Chairperson) is not available to

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preside at a meeting, the Waste Committee will elect a member of the Waste Committee to be the Acting Chairperson for that meeting.

8.5.5 If the Chairperson (or the Deputy Chairperson) of the Waste Committee is not present at the commencement time of a meeting, the first business of the meeting must be election of an Acting Chairperson to preside at the meeting.

8.5.6 The election of the Deputy Chairperson or Acting Chairperson must be conducted:

a) By the CEO or, in their absence, an employee of Council designated by the CEO to conduct such an election; or
b) If neither of them is present at the meeting – by the person who called the meeting or a person acting on his or her behalf.

8.6 Other Office Bearers

8.6.1 There are no other office bearers on the Waste Committee.

9. TERM OF OFFICE

9.1 Waste Committee members serve a two-year term. At the commencement of a new term, previous members may reapply.

9.2 A community representative appointed to the Waste Committee will continue as a member until the Waste Committee review at the end of the two-year term, or following Council elections, whichever is sooner.

9.3 Casual Vacancy

9.3.1 Following the confirmation of each new Waste Committee, an eligibility list will be developed that will list unsuccessful applicants in order of merit. If a vacancy occurs during the term of appointment, it will be filled by an applicant on the eligibility list. The eligibility list will contain names of applicants who have been previously interviewed and have met the criteria. Appointments made via the eligibility list will be endorsed by Council through its usual process.

9.4 Non-Attendance at Meetings

9.4.1 Reasonable apologies. The Waste Committee member should notify the nominated Operations Admin of their planned absence from a meeting.

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9.4.2 Committee members may nominate a representative to attend the meeting on their behalf. Members must notify the operations admin in writing prior the meeting if a delegate will attend the meeting on their behalf.

9.4.3 Any Waste Committee member knowing that they will be absent for three or more consecutive meetings should notify the Waste Committee Chairperson in writing of the planned absence.

9.4.4 In the event of a member being absent for three or more consecutive meetings without apology and without the approval of the Waste Committee, the Waste Committee can vote on whether to declare the member's position vacant, inform the member of the outcome and fill the position as a casual vacancy.

9.5 Resignation from the Committee

9.5.1 Any Waste Committee member wishing to resign from the Committee shall do so in writing to the Chairperson.

10. QUORUM AND DECISION MAKING

10.1 The quorum required to enable business to be transacted at meetings is half of the membership plus a nominated Councillor and the Chairperson.

10.2 Observers or visitors at the meeting do not form part of the quorum.

10.3 A meeting may be cancelled at short notice before commencing if a quorum to enable business is not met.

10.4 In the absence of a quorum 15 minutes after the advertised start of the meeting, Waste Committee members present may discuss the agenda items although any recommendations made will not become formalised until they have been ratified at the next Waste Committee meeting with a quorum present.

10.5 Wherever possible, recommendations of the Waste Committee will be made based on consensus, i.e. where all present agree. At the discretion of the Chairperson, a vote may be called to resolve the matter. This may occur when consensus cannot be reached or in relation to a matter that is more significant in nature. In such cases, the matter will be resolved by a simple majority of those at the meeting, if there is a quorum present. In the event of a tied vote, the Chairperson will exercise the deciding vote.

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10.6 Committee recommendations are not binding on Council. To obtain Council endorsement a Waste Committee recommendation must be reported to the Council for a decision.

11. MEETINGS AND MEMBERS OF THE PUBLIC

11.1 The Waste Committee will usually not be open to members of the general public. However, the Waste Committee can decide to open the meeting to the public, subject to the agreement of the Chairperson in consultation with the CEO (or delegate).

11.2 Representatives of organisations or the general community may be invited to address the Waste Committee on matters on the agenda.

12. TIMETABLE FOR MEETINGS

12.1 The Waste Committee will meet quarterly on the second Thursday of the month, from 1:00pm – 3:00pm.

12.2 A meeting will be limited to a maximum of two hours duration unless the Waste Committee resolves to extend the length of the meeting to a particular time or the completion of business.

12.3 Extraordinary meetings may be called by the Chairperson in consultation with the CEO (or their delegate).

12.4 The location, date and starting time for meetings will be advised on the agenda.

12.5 Committee meetings can only be held if five working days' notice has been given to all members.

13. MEETING PRACTICE AND PROCEDURES

13.1 Unless otherwise specified in this Charter, Waste Committee meetings must be conducted in accordance with Council's Code of Meeting Practice.

13.2 The Waste Committee must observe the provisions of any relevant Council policies and procedures.

13.3 Minutes of meetings must be kept in accordance with the procedures set out in the Council's Code of Meeting Practice.

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13.4 The minutes of each Waste Committee meeting will be submitted to the next available meeting of Council.

14. INSURANCE COVER

14.1 Committee members are covered by Council's personal accident insurance only for attendance at meetings and other activities formally endorsed by the Waste Committee.

15. OBSERVING THE CODE OF CONDUCT AND RELEVANT COUNCIL POLICIES

15.1 All members of Waste Committee are required to observe the provisions of Council's Code of Conduct and any other policy applicable to the proper functioning of the Waste Committee.

15.2 Should a member of the Waste Committee breach Council's Code of Conduct or any other relevant Council Policy, the matter will be referred to the CEO to be dealt with in accordance with Council's Code of Conduct Procedures.

15.3 A breach of the Code of Conduct may result in the particular Waste Committee member concerned being excluded from membership of the Waste Committee.

15.4 If a Waste Committee member has a pecuniary interest in any matter with which the Waste Committee is concerned and is present at a meeting of the Waste Committee at which the matter is being considered, they must disclose the interest to the meeting and must not be present during any discussion or decision making relating to that matter. Leaving the room is necessary because to remain in the presence of the meeting but refrain from voting may be taken as seeking to influence the voting on the motion.

15.5 A member of the Waste Committee who has a non-pecuniary conflict of interest in any matter with which the Waste Committee is concerned and is present at a meeting of the Waste Committee at which the matter is being considered must disclose the interest to the meeting as soon as practicable. If a member of the Waste Committee has declared a non-pecuniary conflict of interest, there exists a range of options for managing the conflict of interest. The option chosen will depend on an assessment of the circumstances of the matter, the nature of the interest and the significance of the issue being dealt with.

15.6 A Waste Committee member will deal with a non-pecuniary conflict of interest in at least one of these ways:

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15.6.1 Where the potential for conflict is deemed minimal, take no action. However, the Councillor or Waste Committee member should consider providing an explanation as to why it is considered that only a minimal or non-existent conflict exists.

15.6.2 Where the potential for conflict is more significant, take no part in the matter by leaving the room in which the meeting is taking place nor take part in any debate or vote on the issue, as if the provisions in section 451(2) of the Act applied.

15.7 Waste Committee members declaring a conflict of interest, whether pecuniary or non-pecuniary, should complete a Declaration of Interest Form which is to be signed by the CEO and retained by Council in accordance with Council's Code of Conduct and its Ethical Governance: Conflicts of Interest Policy.

16. CONFIDENTIALITY AND MANAGING PRIVACY

16.1 Waste Committee members through their involvement on the Waste Committee may come in contact with confidential or personal information retained by Council. Waste Committee members are required to maintain the privacy, security and confidentiality of any such information and not access, use or remove that information, unless authorised to do so. It will also be a requirement to sign a Confidentiality Agreement.

16.2 *Privacy and Personal Information Protection Act 1998* and Council's Privacy Policy deal with the collection, holding, use, correction, disclosure and transfer of personal information.

17. MEDIA PROTOCOL

17.1 The Waste Committee Chairperson is the only person permitted to speak to the media on behalf of the Waste Committee, subject to obtaining the appropriate approval in accordance with Council's Media and Representation Policy.

17.2 No other member of the Waste Committee is permitted to speak to the media in their capacity as a committee member.

18. REVIEW OF THIS COMMITTEE AND THIS CHARTER

18.1 Council will review the work of the Waste Committee and this charter every two years.

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LIVERPOOL WASTE COMMITTEE CHARTER

AUTHORISED BY
Council Resolution

EFFECTIVE FROM
XX June 2025

DEPARTMENT RESPONSIBLE
Operations

REVIEW DATE
XX May 2027

VERSION

Version	Amended by	Date	TRIM Number
1	Peter Scicluna	11/06/2025	197347.2025
2			
3			
4			

REFERENCES
Liverpool City Council: Code of Conduct
Liverpool City Council: Code of Conduct Procedures
Liverpool City Council: Code of Meeting Practice
Liverpool City Council: Councillor Access to Information and Interaction with Staff Policy
Liverpool City Council: Ethical Governance: Conflicts of Interest Policy
Liverpool City Council: Privacy Policy

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CTTE 05	**Minutes of the Governance Committee Meeting held on 10 June 2025**

Strategic Objective	Visionary, Leading, Responsible Position Council as an industry leader that plans and delivers services for a growing city
File Ref	183422.2025
Report By	Gabriella Rojas - Acting Councillor Executive and Support Officer
Approved By	Tina Bono - Director Community & Lifestyle

EXECUTIVE SUMMARY

A Governance Committee Meeting was scheduled for 10 June 2025; however, it did not proceed as quorum was not achieved.

This report attaches a copy of the minutes of the meeting and rationale for not proceeding.

RECOMMENDATION

That Council receives and notes the minutes.

REPORT

The Minutes of the Governance Committee Meeting held on Tuesday 10 June 2025 are attached for the information of Council.

The minutes note that a Governance Committee Meeting was scheduled for 10 June 2025; however, it did not proceed as quorum was not achieved.

FINANCIAL IMPLICATIONS

None of the actions contained in the minutes will have a financial impact on Council.

CONSIDERATIONS

Economic	There are no economic and financial considerations.
Environment	There are no environmental and sustainability considerations.
Social	There are no social and cultural considerations.
Civic Leadership	Provide information about Council's services, roles and decision making processes. Deliver services that are customer focused. Operate a well developed governance system that demonstrates accountability, transparency and ethical conduct.
Legislative	There are no legislative considerations relating to this report.
Risk	There is no risk associated with this report.

ATTACHMENTS

1. Minutes of the Governance Committee Meeting held 10 June 2025

MINUTES OF THE GOVERNANCE COMMITTEE MEETING HELD ON 10 JUNE 2025

PRESENT:
Deputy Mayor Harle
Councillor Dr Green
Councillor Ristevski
Mr Jason Breton, Chief Executive Officer
Mr Farooq Portelli, Director Corporate Support
Ms Tina Bono, Director Community & Lifestyle
Ms Michelle Mcilvenny, Director Customer Experience & Business Performance
Ms Katrina Harvey, Councillor Executive and Support Officer
Ms Gabriella Rojas, Acting Councillor Executive and Support Officer

The meeting commenced at 10:02am. Deputy Mayor Harle chaired the meeting.

The meeting was suspended due to quorum not being achieved. The Councillor Briefing Session was brought forward.

Deputy Mayor Harle unsuspended and reopened the meeting at 12:47pm; however, as quorum was still not achieved, the meeting was formally closed at 12:48pm.

APOLOGIES

Mayor Ned Mannoun
Councillor Ammoun
Councillor Harte
Councillor Ibrahim
Councillor Karnib
Councillor Adjei
Councillor Macnaught
Councillor Monaghan
Mr Shayne Mallard, Director City Futures
Ms Lina Kakish, Director Planning & Compliance
Mr Peter Scicluna, Acting Director Operations
Ms Justine Young, Acting Manager Civic and Executive Services