

# AGENDA

## GOVERNANCE COMMITTEE MEETING

15 July 2025

LEVEL 11, 50 SCOTT  
STREET, LIVERPOOL  
NSW 2170

LIVERPOOL  
CITY  
COUNCIL





You are hereby notified that a **Governance Committee Meeting** of Liverpool City Council will be held at **LEVEL 11, 50 SCOTT STREET, LIVERPOOL NSW 2170** on **Tuesday, 15 July 2025** commencing at 5:15 PM.

Please note this meeting is closed to the public. The minutes will be submitted to the next Council meeting.

If you have any enquiries, please contact Council and Executive Services on 8711 7441.

A handwritten signature in black ink, appearing to read "Jason Breton".

**Mr Jason Breton**  
CHIEF EXECUTIVE OFFICER

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#### General Business

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**ITEM 01****Voluntary Planning Agreements (VPA) - Quarterly Status Report - July 2025**

<b>Strategic Objective</b>	Visionary, Leading, Responsible Position Council as an industry leader that plans and delivers services for a growing city
<b>File Ref</b>	184180.2025
<b>Report By</b>	Siva Karthigesch - Coordinator Contributions Planning
<b>Approved By</b>	Lina Kakish - Director Planning & Compliance

**EXECUTIVE SUMMARY**

At the Ordinary Meeting of Council on 12 December 2024, Council unanimously endorsed the quarterly reporting to Council (via Governance Committee) of progress on Planning Agreements both under negotiation and executed (Item – PLAN 05).

A Planning Agreement is a voluntary agreement or other arrangement between a planning authority and the Developer under which the Developer is required to dedicate land free of cost, pay a monetary contribution, or provide any other material public benefit, or any combination of them, to be used for or applied towards a public purpose.

The *Environmental Planning and Assessment Act 1979* (“EP&A Act”) provides the legislative framework for Planning Agreements, while Council’s Planning Agreements Policy provides clarity on the circumstances in which a planning agreement may be entered into, and the process that needs to be undertaken to execute a Voluntary Planning Agreement (VPA).

In accordance with this Resolution, this Report provides a quarterly update on the progress of Planning Agreements both under negotiation and executed.

**RECOMMENDATION**

That the Governance Committee receives and notes this Report.

**REPORT**

As of 23 June 2025, Council has seven (7) Planning Agreements “under negotiation”, with a further sixteen (16) Planning Agreements “executed”. Further detail on these Planning Agreements is provided in **Attachment 1**.



**INFRASTRUCTURE AND PLANNING COMMITTEE REPORT**

**FINANCIAL IMPLICATIONS**

There are no financial implications relating to this recommendation.

**CONSIDERATIONS**

<b>Economic</b>	Facilitate economic development.
<b>Environment</b>	There are no environmental and sustainability considerations.
<b>Social</b>	There are no social and cultural considerations.
<b>Civic Leadership</b>	Provide information about Council's services, roles and decision making processes. Operate a well-developed governance system that demonstrates accountability, transparency and ethical conduct.
<b>Legislative</b>	<i>Environmental Planning and Assessment Act 1979</i> <i>Environmental Planning and Assessment Regulation 2001</i>
<b>Risk</b>	There is no risk associated with this Report.

**ATTACHMENTS**

- Attachment 1 - Planning Agreements Status Report - June 2025

Attachment 1 - VPA Status Report to Council at 23 June 2025

Date: 23/06/2025

No.	VPA Number	Applicant	Description	Location	Executed	Status Update
VPAs Under Negotiations						
1	VPA-39	Frasers	Delivery of works, lands and monetary contributions	Edmondson Park Town Centre(South) Lot 1-2 DP 1204198 and Lot 62 DP 1191356	N/A	Under negotiation
2	VPA-45	Landcom	Delivery of works, lands and monetary contributions	Edmondson Park Town Centre (North) All land within Edmondson Park Town Centre (concept plan approval), excluding Frasers Land (refer to VPA 39) & Campbelltown LGA	N/A	Under negotiation
3	VPA-59	Mirvac	Under Negotiation	Lot 2 DP 817692 Pleasure Point Road and Lot 1 DP 875804 Heathcote Road, Pleasure Point	N/A	Under negotiation
4	VPA-60	EG Property Group	Monetary contributions	1411 The Northern Road, Bringelly	N/A	Under negotiation
5	VPA-61	J.C & F.W. Kennett Pty Ltd	Under Negotiation	Lot 15 Glenfield Road, Casula	N/A	Under negotiation
6	VPA-63	Blue Fountain Pty Ltd	Monetary contributions	LOT 97 & 100 DP 1217431, Edmondson Park	N/A	Under negotiation
7	VPA-58	Bradfield Development Authority	Delivery of works, lands and monetary contributions	Bradfield	N/A	Under negotiation
Executed VPAs - Delivery in Progress						
1	VPA-05	Amarino Pty Limited	Remediation of the Designated Land Carrying out of the program of works for soil remediation, weed control, regeneration, re-vegetation for all Designated Land Conducting maintenance works described in the Vegetation Management Plan Drainage facilities	Lot 29 Cowpasture Road, Hinchinbrook	14/05/2014	VPA almost complete. Minor site clearing in progress prior to land dedication to Council.
2	VPA-08	Australian Turf Club Limited	Intersection upgrade of Governor Macquarie Drive and Munday Street, Share Pathway Constructions, Land dedication.	Inglis, Coopers Paddock, Warwick Farm (Australian Turf Club Limited)	14/05/2014	On going works and discussion in progress between applicant and Council.
3	VPA-09	Mirvac Homes New Brighton Golf Club	Preparation of a Vegetation Management Plan, Construction of shared pathway Riparian Planting, landscaping, recreation facilities Local drainage Reconstruction of Cantello Reserve Dog park	New Brighton Golf Course & Club, 43 Brickmakers Drive, Moorebank NSW 2170	21/09/2012	On going works and discussion in progress between applicant and Council. DA for Shared Pathway under assessment.
4	VPA-11	TanLane Pty Limited	Construction and dedication of shared pathways and recreation facilities, Development, completion and maintenance of VMP, embellishment and dedication of river foreshore	146 Newbridge Road, Moorebank NSW 2170	20/08/2008	VPA items all on track. At this stage, no works required.
5	VPA-12	Syesun Pty Limited	Embellishment and dedication of river foreshore, development, completion and maintenance of VMP, construction of pedestrian footpath	124 Newbridge Road, Moorebank NSW 2170	15/10/2012	Early discussions with applicant regarding potential new VPA or VPA amendment over site.
6	VPA-17	Daniel Biordi, Francesca Biordi, and Lorenzo Biordi	Contribution towards additional car parking spaces in the city centre as a result of the increased need for parking spaces.	220-230 Northumberland Street, Liverpool NSW 2170	13/08/2014	Monetary Contribution only - to be paid. Assessment of internal financial records in progress.
7	VPA-18	Gazcorp Pty Ltd	Homepride Avenue Roadworks; RMS Roadworks Orange Grove Road	Liverpool Mega centre, 10 Orange Grove Road, Warwick Farm NSW 2170	25/08/2018	Required works to be as part of a DA that is expected to be submitted by 2026. No action required at this stage.
8	VPA-19	Shepherd Street Developments Coronation	Monetary Contribution; Pedestrian & Cycle Pathway	Paper Mill Eatery, 20 Shepherd Street, Liverpool NSW 2170	16/11/2017	
9	VPA-36	ZHC Investments Pty Limited	Affordable housing /affordable housing Lots	8 Hoxton Park Road, Liverpool NSW 2170	10/08/2021	VPA works subject to a DA.
10	VPA-37	Manta Group Pty Ltd Al-Somai Development Pty Ltd	Middleton Grange Town Centre VPA, DA-64/2007/C	Middleton Grange Town Centre	24/11/2022	VPA works yet to commence. Modification Application over the site currently under assessment.
11	VPA-42	Vicliz Pty Ltd	Leppington Town Centre VPA	1370 Camden Valley Way, Leppington NSW 2179	11/02/2022	No development activity over site to trigger VPA at this stage.
12	VPA-10	Giovanni DeFilippis & Amelia DeFilippis	Monetary Contribution	90 Flynn Ave, Middleton Grange NSW 2171	11/12/2012	Assessment of internal financial records in progress.
13	VPA-15	Sanfilippo Investments Pty Ltd	Monetary Contribution	75 Flynn Ave, Middleton Grange NSW 2171	15/01/2019	Assessment of internal financial records in progress.
14	VPA-34	Six Central Avenue Pty Ltd	Monetary Contribution	85 Flynn Ave, Middleton Grange NSW 2171	2012	Assessment of internal financial records in progress.
15	VPA-54	Giuseppe Morizzi and Rosa Morizzi	Monetary Contribution	80 Flynn Ave, Middleton Grange NSW 2171	2012	Assessment of internal financial records in progress.
16	VPA-55	Anthony John Natoli	Monetary Contribution	100 Southern Cross Ave, Middleton Grange NSW 2171	26/03/2012	Assessment of internal financial records in progress.

## Itemised Executed VPA Summary

ITEM NO.	ITEM OF WORK	DESCRIPTION OF CONTRIBUTIONS	TIME OF COMPLETION	STATUS
<b>VPA-5 -Lot 29 Cowpasture Road, Hinchinbrook</b>				
1	Remediation of the Designated Land	Removal of any waste and subsequent fill (related to the removal of the waste) to existing or otherwise approved finished ground level.	Prior to the dedication of the Designated Land	In-Progress
2	Management of the Designated Land	Prepare the Vegetation Management Plan (that includes a staged program of works for, weed control, regeneration and re-vegetation) for the Designated Land and obtain the approval of Councillor that plan.	Prior to the dedication of the Designated Land	Complete
3	Management of the Designated Land	Carry out the program of works for soil remediation, weed control, regeneration and re-vegetation for all Designated Land as stipulated in the approved Vegetation Management Plan.	Twelve (12) months Prior to the dedication of the Designated Land.	In-Progress
4	Conduct maintenance works described in the Vegetation Management Plan.	Maintenance works described in the Vegetation Management Plan to optimise plant establishment and weed control.	Twelve (12) months after the dedication of the Designated Land.	Not started
5	Drainage Facilities	Construction of drainage channel between the Cowpasture Road and Hinchinbrook Creek and to the Government Road stormwater detention basin to the South, varying between 15m and 40m width and at an average depth of 1 metre.  In accordance with the drainage design approved as part of DA-926/2010	Prior to the issue of a subdivision certificate for a plan that when registered would create the first (1st) B6 Enterprise Corridor Lot  OR  Prior to issue of the first Development Consent for buildings on the Enterprise Corridor Land (except for temporary structures erected in conjunction with performing building works).	Complete
<b>VPA-8 - Inglis, Coopers Paddock, Warwick Farm (Australian Turf Club Limited)</b>				
1	Remediation of the Designated Land (zoned RE1)	Removal of any waste and subsequent fill (related to the removal of the waste) to existing or otherwise approved finished ground level. Removal and / or other appropriate management of site contamination as identified in, and in accordance with, the Site Contamination Report.	Prior to the dedication of the Designated Land	In-Progress
2	Management of the Designated Land	Carry out the program of works and maintenance as specified in the Vegetation Management Plan approved by Council	three (3) years from the dedication of the Designated Land to Council	In-Progress
3	Offset Works	Carry out offsetting works within the Designated Land in accordance with the ecological report 'Ecological Constraints Report Proposed Rezoning Lot 1 DP 581034 Coopers Paddock Governor Macquarie Drive Warwick Farm' prepared by Travers Bushfire & Ecology and dated August 2011 and accepted by the NSW Office of the Environment and Heritage and the VMP approved by Council.	Prior to the first to occur of:  (1) the issue of a Subdivision Certificate for a plan that when registered would create the first Industrial Lot; and  (2) the issue of an Occupation Certificate for any development on the Industrial Land	Complete
4A	Traffic Improvements	Governor Macquarie Drive to be widened to 2 lanes in each direction between the entrance to the Coopers Paddock Site and a new entrance into the ATC Site near the existing Old Tote Stand as shown in Annexure 2. The new carriage way is to be constructed on the southern side of the existing carriageway of Governor Macquarie Drive.	Prior to the issue of either:  (1) a Subdivision Certificate for a Plan that when registered would create an Industrial Lot; (2) an a Final Occupation Certificate for any Development on the Industrial Land or; (3) an a Final Occupation Certificate for any Development on the Inglis Site, whichever occurs first.	Complete

4B	Traffic Improvements	Provision of the following works in both carriageways of Governor Macquarie Drive: • Lighting • Kerb and Guttering • Median Strip Contribution Value: N/A	Prior to the issue of either:  (1) a Subdivision Certificate for a Plan that when registered would create an Industrial Lot; (2) an a Final Occupation Certificate for any Development on the Industrial Land or; (3) an a Final Occupation Certificate for any Development on the Inglis Site, whichever occurs first.	Complete
4C	Traffic Improvements	Subject to Council approval, construct 2 new intersections at the Coopers Paddock and Governor Macquarie Drive intersection and proposed car park entrance at Governor Macquarie Drive as shown in Annexure 2.	Prior to the issue of either:  (1) a Subdivision Certificate for a Plan that when registered would create an Industrial Lot; (2) an a Final Occupation Certificate for any Development on the Industrial Land or; (3) an a Final Occupation Certificate for any Development on the Inglis Site, whichever occurs first.	Complete
5A	Bike/Pedestrian paths	The construction of shared bike / pedestrian paths of a minimum width of 2.5 metres located adjacent to Governor Macquarie Drive on the northern side of the existing carriageway, to run the length from the existing cycle path near the William Long Bridge to the Hume Highway (as shown on the plan attached as Annexure 2).	Prior to the issue of either:  (1) an a Final Occupation Certificate for any Development on the Industrial Land or; (2) an a Final Occupation Certificate for any Development on the Inglis Site, whichever occurs first.	In-Progress
5B	Bike/Pedestrian paths	The construction of a shared bike / pedestrian path of a minimum width of 2.5m within the Industrial Land (as shown on the plan attached as Annexure 2).	Prior to the issue of either:  (1) a Subdivision Certificate for a Plan that when registered would create an Industrial Lot; or (2) an a Final Occupation Certificate for any Development on the Inglis Site, whichever occurs first.	In-Progress
5B	Bike/Pedestrian paths	The construction of a shared bike / Pedestrian path of a minimum of 2.5 metres from Munday street to Warwick Farm Railway Station (as shown on the plan attached as Annexure 2)	Prior to the issue of either:  (1) a Subdivision Certificate for a Plan that when registered would create an Industrial Lot; or (2) an a Final Occupation Certificate for any Development on the Inglis Site, whichever occurs first.	Complete
<b>VPA-9 - New Brighton Golf Course &amp; Club, 43 Brickmakers Drive, Moorebank NSW 2170</b>				
1a	Pedestrian Path/Cycleway.	(a) Construction of a 2.5m shared pedestrian/bike pat within the George River foreshore land to be dedicated to Council (as shown in the Plan attached as Annexure 3.1).	Prior to the release of a Subdivision Certificate for a plan that when registered would created the 201st Residential Lot	In-Progress
1b	Pedestrian Path/Cycleway.	(b) Construction of a 2.5m shared pedestrian/bike path linking between the Georges River foreshore and Residential Land along the northern boundary of Lot 103 DP 1070029 to Brickmakers Drive (as shown on the Plan attached as Annexure 3.1)	Prior to the release of a Subdivision Certificate for a plan that when registered would created the 201st Residential Lot	In-Progress
1c	Pedestrian Path/Cycleway.	(c) Construction of a 2.5m shared pedestrian/bike network within the residential area in accordance with figure 5 of the DCP (as shown on the Plan attached as Annexure 3.1)	Prior to the release of a Subdivision Certificate for a plan that when registered would created the first Residential Lot fronting the proposed work	Complete

2	Landscaping and improvements to open space areas.	(a) Preparation of a Vegetation Management Plan to the satisfaction of Council that defines planting offsets required as a consequence of any possible clearing works. (See Annexure 3.2 Vegetation Offsetting Requirements).	Prior to the lodgement of the Development Application for the Development which includes the first Residential Lot, or the proposed Works to be undertaken on the Golf Course located on the Land, whichever comes first.	Not started
		(b) Riparian Planting within the Public Recreation Land along the foreshore (in accordance with an approved Vegetation Management Plan) and adjacent to cycleway links and golf course land. This includes the allowance for potential vegetation offsetting.	Prior to the release of a Subdivision Certificate for a plan that when registered would create the 201st Residential Lot	In-Progress
		(c) Construction of a perimeter fence around the basin located on the southern boundary of Lot 2210 DP 1090818 (adjacent to Area 5 as shown in the Plan attached as Annexure 3.3), the design of which must be approved by Council in writing.	The later of the Golf Course (south of M5) being open to the public, or a Subdivision Certificate being issued for a plan that when registered will create the 201st Residential Lot	In-Progress
		(d) Landscaping and recreational facilities provided on Lot 1 within the community Scheme established as part of the Development comprising community swimming pool, mixed use court, cabana and meeting place, seating and BBQs.	Prior to the release of a Subdivision Certificate for a plan that when registered would create the first Residential Lot fronting the proposed work	In-Progress
		(e) Reconstruction of Cantello Reserve Dog Park within Cantello Reserve (refer to 'Relocation of Dog Park Plan' in Annexure 3.3).	The later of the Golf Course (south of M5) being open to the public, or a Subdivision Certificate being issued for a plan that when registered will create the 201st Residential Lot	In-Progress
3	Public access to link Georges River Foreshore and Cantello Reserve	(a) Construction of 8 metre wide access and easement to enable the public to traverse under the M5 Motorway as shown in Annexure 3.3. The design must be approved by Council in writing.	The later of the Golf Course (south of M5) being open to the public, or a Subdivision Certificate being issued for a plan that when registered will create the 201st Residential Lot	In-Progress
4a	Local Drainage facilities	(a) Installation of two (2) Gross Pollutant Traps (GTPs). (refer to 'Street Design and Treatment Plan' in Annexure 3.4). The design must be approved by Council in writing.	Prior to the release of a Subdivision Certificate for a plan that when registered would create the first Residential Lot.	In-Progress
4b	Local Drainage facilities	(b) Construction of water quality control ponds (refer to 'Street Design and Treatment Plan' in Annexure 3.4). The design must be approved by Council in writing.	Prior to the release of a Subdivision Certificate for a plan that when registered would create the first Residential Lot.	In-Progress
<b>VPA-10 - 90 Flynn Ave, Middleton Grange NSW 2171</b>				
	Monetary Contributions		Prior to the issue of a Subdivision Certificate	In-Progress
<b>VPA-11 - 146 Newbridge Road, Moorebank NSW 2170</b>				
3b	Construction of "Bike/Pedestrian Path" through the Southern Island Section Designated Land as shown on the plans attached as Annexure 1 and marked as "D"	3 metres wide.  Entire length of river foreshore reserve within the Northern Island Section Designated Land.  100mm reinforced concrete for maintenance vehicles.	Prior to the issue of a Subdivision Certificate for a plan that when registered would create the one hundred and fifty first (151st) Residential Lot within the Development	Not Started
4a	Construction and dedication of Bike/Pedestrian Path Link to Brickmakers Drive as shown on the plan attached as Annexure 1 as marked as "H1"	2.5 metres wide.  From bridge to edge of RE2 Land	Prior to the issue of a Subdivision Certificate for a plan that when registered would create the one hundred and fifty first (151st) Residential Lot within the Development	Complete
4b	Construction and dedication of Bike/Pedestrian Path Link to from the edge of the R3 Land through the RE2 Land to the Designated Land as shown on the plan attached at Annexure 1 as marked as "H2"	2.5 metres wide.  From river foreshore following route of drainage corridor to the edge of the R3 Land.	By the earlier of: 1) the time by which the Southern Island Section Designated Land is required to be dedicated under this agreement; or  2) the Completion of the embellishment works within the Southern Island Section Designated Land.	In Progress
5	Construction of passive recreation facilities on the Designated Land.	Covered area seating 12  4 park benches	Prior to the issue of a Subdivision Certificate for a plan that when registered would create the one hundred and fifty first (151st) Residential Lot within the Development	In Progress

6	Dedication of "Drainage Channel" will occur in three stages as illustrated by notations E1, E2 and E3 on Annexure 1 however all stages are subject to the Time for Completion noted in this row.	Zoned SP2 drainage  Located along the northern and eastern boundaries of the property.	Prior to the issue of a Subdivision Certificate for a plan that when registered would create the one hundred and fifty first (151st) Residential Lot within the Development	Complete
7	Acquisition and dedication of stratum lot comprising the road bridge over drainage channel, embankment and road to Brickmakers Driver as well as the completion of the construction of the road bridge within that stratum lot as shown on the plan attached as Annexure 1 and marked as "F"	2 vehicle lanes  2.5 metres wide shared bike/pedestrian path  Flood free level	Prior to the issue of a Subdivision Certificate for a plan that when registered would create the first (1st) Residential Lot within the Development	In Progress
8	Construction and dedication of "Pedestrian Access to Newbridge Road" more or less in the position on the plan attached as Annexure 1 marked as "G" and a pedestrian path within the public verge along the entire length of the Land frontage to Newbridge Road.	9 metres wide  1.5 metre wide pedestrian paths  Landscaped and planted  To Council specifications	Prior to the issue of a Subdivision Certificate for a plan that when registered would create the one hundred and seventy fifth (175th) Residential Lot within the Development	In Progress
9	Dedication of an easement over the Land for access for the purpose of allowing Council to undertake maintenance to the River Foreshore Land more or less in the position on the plan attached as Annexure 1 marked as "I".	Easement to more or less follow route of bike path marked as "H" on the plan attached as Annexure 1.	Upon dedication of the River Foreshore Land to Council	Not Started
<b>VPA-12 - 124 Newbridge Road, Moorebank NSW 2170</b>				
1a	Embellishment of River Foreshore Land	Removal of waste and fill to existing or otherwise approved finish ground level as detailed in a Council approved flood study.	Prior to issue of any construction certificate applying to the land for development with the exception of a construction certificate for minor site works, roads, and services to meet obligations of agreement and prior to the issue of any construction certificate for development of more than 10% (1850sqm) of the B6 Enterprise Corridor Zoned Land for a Garden and Landscape Supplies purpose.	Not Started
1b		Removal of visible surface waste on foreshore.		
1c		Removal or other appropriate management of site contamination.		
1d	Dedication of River Foreshore Land to Council. The River Foreshore Land is as identified on Annexure 2 and marked as "A" subject to a fifty metre (50m) wide easement for maritime vessel access and drainage more or less in the location shown on the plan attached as Annexure 1.	Dedication of the River Foreshore land to Council.	By the earlier of:  (1) the completion of the filling works associated with works described in DA-309/2011; and  (2) a written request being made by Council	Not Started
2a	Development of a Vegetation Management Plan and offset Strategy	Plan developed by consultants for initial planting and maintenance of River foreshore land and approved by Council.	Prior to issue of any construction certificate applying to the land for development. This excludes construction certificates for minor site works, roads, and services to meet obligations of agreement.	Not Started
2b	Completion of works described in the Vegetation Management Plan	Removal of noxious weeds. Restored and enhanced vegetation in keeping with surrounding indigenous species in accordance with an approved Vegetation Management Plan.	Prior to issue of any construction certificate applying to the land for development. This excludes construction certificates for minor site works, roads, and services to meet obligations of agreement.	Not Started
2c	Conduct of maintenance works described in the Vegetation Management Plan	As set out in the Vegetation Management Plan	One (1) year after the dedication of the River Foreshore Land.	Not Started
3a	Construction of 'Bike/Pedestrian Path' as shown on the plan attached as Annexure 2	3 metres wide.	Prior to issue of any construction certificate applying to the land for development. This excludes construction certificates for minor site works, roads, and services to meet obligations of agreement.	Not Started
3b		Entire length of river foreshore reserve.		
3c		100mm reinforced concrete for maintenance vehicles.		

3d	Construction of pedestrian footpath along northern boundary of site within Newbridge Road verge.	1.5m wide for the entire length of the part of the allotment zoned RE2 Private Recreation.	In conjunction with any development of the RE2 Zoned portion of the land. This excludes construction certificates for minor site works, roads, and services to meet obligations of agreement.	Not Started
3e	Construction of pedestrian footpath along northern boundary of site within Newbridge Road verge.	1.5m wide for the entire length of the part of the allotment zoned B6 Enterprise Corridor.	In conjunction with any development of the B6 Enterprise Corridor Zoned portion of the land. This excludes construction certificates for minor site works, roads, and services to meet obligations of agreement.	Not Started
<b>VPA-15 - 75 Flynn Ave, Middleton Grange NSW 2171</b>				
	Monetary Contributions		Prior to the issue of a Subdivision Certificate	In-Progress
<b>VPA-17 - 220-230 Northumberland Street, Liverpool NSW 2170</b>				
	Monetary Contribution		Prior to the issue of any Construction Certificate	Not Started
<b>VPA-18 - Liverpool Mega centre, 10 Orange Grove Road, Warwick Farm NSW 2170</b>				
1	Homepride Avenue Road Works	Roadworks which will include the rehabilitation of the road surface and construction of a pedestrian access on the Homepride Avenue Land as shown in Annexure 2.	Commencement The obligation to undertake this item of Work will commence on the earlier of: (1) three (3) months after the receipt of a notice under clause 7.1(2); or (2) on the date e Developer enters into an agreement or other transaction which enables it to undertake the Works.  Completion The Developer must Complete the Works in accordance with this Planning Agreement within six (6) months of commencement of work.	Not Started
2	RMS Roadworks - Orange Grove Road/Viscount Place Intersection	Roadworks which will include:  (a) Construction of a 90 metre long left turn slip lane on the north approach to the signalised intersection of Orange Grove Road and Viscount Place. Any land components required for the provision of the slip lane will be dedicated to RMS by the Developer as public road at no cost to RMS; and  (b) Extend dual right turn lanes on the south approach to 120 (adjacent median) and 180 metres (adjacent through lane); and  (Note - the above road works shall be designed and constructed in accordance with Austroads and RMS supplements)	Commencement The obligation to undertake this Item of Work will commence following the granting of the Construction Certificate for the Development.  Completion The Developer must Complete the Works in accordance with this Planning Agreement prior to the issue of an Occupation Certificate for the Development.	Not Started

3	RMS Roadworks - Hume Highway / Homepride Avenue Intersection	<p>A geometric road design concept plan of the roadworks outline in this Item of Work below on either a scaled aerial photograph and/or survey plan.</p> <p>Roadworks which will include an extension of the existing right turn storage bay on the east approach to Homepride Avenue within the constraints of the existing Hume Highway corridor.</p>	<p>The geometric road concept plan is to be submitted to RMS for review and "in principle" endorsement prior to the granting of the Development Consent for the Development.</p> <p>Roadwork Commencement The obligation to undertake this Item of Work will commence following the granting of the Construction Certificate for the Development.</p> <p>Roadwork Completion The Developer must Complete the Works in accordance with this Planning Agreement prior to the issue of an Occupation Certificate for the Development.</p>	Not Started
<b>VPA-19 - Paper Mill Eatery, 20 Shepherd Street, Liverpool NSW 2170</b>				
1	Transport Service	<p>Establish and operate a publicly accessible shuttle bus service that connects the Development to the Liverpool CBD on the following basis:</p> <ol style="list-style-type: none"> <li>1. The service is to be at no cost to the public</li> <li>2. The service must operate between the Development and Liverpool Railway Station.</li> <li>3. the service must collect and drop off passengers at the Development, Casula Railway Station and Liverpool Station.</li> <li>4. The service must be provided on each weekday during the year that is not a public holiday in NSW.</li> <li>5. Shuttle bus to under take 6 trips at 20 minutes intervals in each of the AM peak hour and the PM peak hours. The first trip in the AM peak hour will depart the Development at 7:15. The first trip in the PM peak hour will depart Liverpool Station at 17:45</li> <li>6. The service must be provided using a wheelchair accessible air conditioned vehicle with a capacity of approximately 70 passengers.</li> </ol>	<p>The bus service must:</p> <ol style="list-style-type: none"> <li>1. commence on a date that is prior to the issue of any Occupation Certificate for the 600th dwelling within the Development; and</li> <li>2. continue for five (5) years from the date of the issue of any Occupation Certificate for the 600th dwelling within the Development.</li> </ol>	In-Progress
2	Bike share pods	Construction of three (3) bike share pods (being one (1) at the Development, one (1) at Liverpool railway station and one (1) at Casula railway station, each having an area of approximately 3 sq meters.	On or before the issue of any Occupation Certificate for the 600th dwelling within the Development.	Complete
3	Publicly accessible car share spaces	Line marking of parking spaces in the public domain for approximately three (3) but not more than four (4) cars used in car sharing arrangements.		Complete
4	Woodbrook Road pedestrian and cycle underpass	Undertake works to the Woodbrook Road underpass sufficient to allow the underpass to be re-opened for pedestrians and cyclists only, including pedestrian and cycle pathway, removing fences and landscaping beautification works.	Prior to the issue of any Occupation Certificate for the 600th dwelling within the Development	In-Progress



5	Local Traffic Infrastructure Contribution	<p>Contribution towards local traffic and transport infrastructure and service infrastructure.</p> <p>The contribution must be paid for each dwelling erected on 20 Sheperd Street in excess of 309.</p> <p>The contribution must be paid for each dwelling erected on 26 Shepherd Street in excess of 87.</p> <p>The contribution must be paid for each dwelling erected on 28 Shepherd Street in excess of 184.</p> <p>The contribution must be paid for each dwelling erected on 32-34 Shepherd Street in excess of 126.</p> <p>the contribution must be paid for each dwelling erected on 31 Shepherd Street in excess of 127.</p> <p>the contribution must be paid for each dwelling erected on 33 Shepherd Street in excess of 119.</p>	On or before the issue of any Occupation Certificate for the relevant dwelling.	In-Progress
6	Regional Traffic Infrastructure Contribution	<p>Contribution towards regional traffic and transport infrastructure and service infrastructure.</p> <p>The contribution must be paid for each dwelling erected on 20 Sheperd Street in excess of 309.</p> <p>The contribution must be paid for each dwelling erected on 26 Shepherd Street in excess of 87.</p> <p>The contribution must be paid for each dwelling erected on 28 Shepherd Street in excess of 184.</p> <p>The contribution must be paid for each dwelling erected on 32-34 Shepherd Street in excess of 126.</p> <p>the contribution must be paid for each dwelling erected on 31 Shepherd Street in excess of 127.</p> <p>the contribution must be paid for each dwelling erected on 33 Shepherd Street in excess of 119.</p>	On or before the issue of any Occupation Certificate for the relevant dwelling.	In-Progress
7	Bank Stabilisation	<p>1. Construction of bank stabilisation works based on the specialist engineering design satisfactorily approved through an independent peer review process. Scope of the stabilisation works is defined by the necessary geomorphic assessment ensuring that the proposed stabilisation works will have no adverse impact to the downstream of the river up to the Liverpool Weir at both side of the riverbank. Any mitigation works including but not limited to the riverbank stabilisation works at the opposite of the riverbank necessitated as a result of the proposed slope stabilisation works will also form part of the scope.</p>	On or before the issue of any Occupation Certificate for the 500th dwelling within the Development.	Complete

		<p>2. scope of the works is also defined by fully certified engineering design to a) protect the proposed properties and buildings along the Shepherd Street b) protect the proposed Riverwalk works as per item 8 and specified below.</p> <p>3. design methodology, option and material selection shall be based on the due consideration of ongoing operation and maintenance expenses.</p> <p>4. construction of the stabilisation works will ensure the accommodation of the Riverwalk works included in the item 8 and the Riverwalk works may be constructed not directly over the stabilized bank, but also on available ground in front of the river subject to an agreed future design.</p>		
8	Riverwalk works	<p>1. Construction of Riverwalk works (with minimum 3.5m clear width) either along the riparian zone including necessary transitional connection of Riverwalk and existing pedestrian/cycleway pathway at Mill Park as per the design works being undertaken by Council, and up to the existing footpath at Atkinson Street;</p> <p>or along Shepherd Street including necessary transitional connection of the Riverwalk and existing pedestrian/cycleway pathway at Mill Park and up to the existing footpath at Atkinson Street.</p> <p>2. Construction of at least one viewing platform.</p>	On or before the issue of any Occupation Certificate for the 500th dwelling within the Development.	In-Progress
9	Pedestrian & Cycle Pathway Upgrade	Construction of an upgrade to the existing path way along the riparian zone north of the Development through Lighthorse Park to Newbridge Road as shown on the plan attached as Annexure 1, to be 4m wide reinforced concrete/fibrecrete with lighting.	On or before the issue of any Occupation Certificate for the 310th dwelling within the Development.	Complete
10	Rehabilitation of riparian zone	Rehabilitation of the riparian zone along the river adjacent to the Development and north to Lighthorse Park, including replanting where relevant. Rehabilitation is as per Ecology, Biodiversity, Flora Fauna and Riparian Assessment report prepared by ACS Environmental Pty Ltd dated March 2016, including rehabilitation of degraded vegetation areas, and restoration of native vegetation in accordance with the species identified in the report, including replanting where relevant.	On or before the issue of any Occupation Certificate for the 600th dwelling within the Development.	In-Progress

11	Open Space Contribution	<p>Monetary contribution to be used by Council for Open Space within the Liverpool City Centre.</p> <p>The contribution must be paid for each dwelling erected on 20 Sheperd Street in excess of 309.</p> <p>The contribution must be paid for each dwelling erected on 26 Shepherd Street in excess of 87.</p> <p>The contribution must be paid for each dwelling erected on 28 Shepherd Street in excess of 184.</p> <p>The contribution must be paid for each dwelling erected on 32-34 Shepherd Street in excess of 126.</p> <p>the contribution must be paid for each dwelling erected on 31 Shepherd Street in excess of 127.</p> <p>the contribution must be paid for each dwelling erected on 33 Shepherd Street in excess of 119.</p>	On or before the issue of any Occupation Certificate for the relevant dwelling.	Complete
<b>VPA-34 - 85 Flynn Ave, Middleton Grange NSW 2171</b>				
	Monetary Contributions		Prior to the issue of a Subdivision Certificate	In-progress
<b>VPA-36 - 8 Hoxton Park Road, Liverpool NSW 2170</b>				
Schedule 3	Provision of Affordable Housing Lots	<p>The aggregate Gross Floor Area of the Affordable Housing Lots must be no less than five per cent (5%) of the Gross Floor Area of all residential lots within the Development and must comprise at a</p> <p>Upon the registration of any strata plan of subdivision with respect to the Development.</p> <p>minimum the following composition Affordable of Housing Lots:</p> <p>(1) 1 x 1 Bedroom Affordable Housing Lot.</p> <p>(2) 2 x 2 Bedroom Affordable Housing Lot.</p> <p>(3) 1 x 3 Bedroom Affordable Housing Lot.</p> <p>standard to all other residential lots with a similar and comparable standards to all other residential lots within the development.</p>	Upon the registration of any strata plan of subdivision with respect to the Development.	Not started
Schedule 4	Monetary Contribution		Within sixty (60) days of Instrumental Change being made.	Not started
<b>VPA-37 - Middleton Grange Town Centre</b>				
B1	New Park 2	<p>Dedication of New Park 2 to Council.</p> <p>The area comprising the New Park 2 will be generally consistent with the area coloured blue and marked "PARK 2" at Schedule 5.</p> <p>The land within New Park 2 to be dedicated to Council is the land not currently owned by Council that will be zoned RE1</p>	Prior to the issue of any Occupation Certificate in Stage 1 of the Development	Not started
B2	New Park 2	The embellishment of New Park 2	Prior to the issue of any Occupation Certificate in Stage 1 of the Development	Not started

C1	Intersections to the Town Centre	Construction of a signalised intersection at Main Street and Flynn Avenue and the intersection for the new proposed access land and Flynn Avenue, being the location marked "A" on the plan at Schedule 7.	On or before the issue of any Occupation Certificate in Stage 1 of the Development	Not started
C2	Intersections to the Town Centre	Construction of a roundabout at Southern Cross Avenue and Main Street, being the location marked "B" on the Plan at Schedule 7	On or before the issue of any Occupation Certificate in Stage 1 of the Development	Not started
C3	Intersections to the Town Centre	Construction of a T-intersection at Southern Cross Avenue and Middleton Drive (Road No.9), being the location marked "C" on the Plan at Schedule 7	On or before the issue of any Occupation Certificate in Stage 1 of the Development	Not started
C4	Intersections to the Town Centre	Construction of a T-intersection at Southern Cross Avenue and Bravo Avenue, being the location marked "D" on the Plan at Schedule 7	On or before the issue of any Occupation Certificate in Stage 1 of the Development	Not started
D	Cowpasture Road Intersection, and Flynn Avenue to Ulm Street upgrade and provision of an additional lane works to enable delivery of 4 lanes	Construction of an upgrade to Cowpasture Road intersection, Flynn Avenue from Qantas Boulevard to Ulm Street as a widened 4 lane road within the existing road reserve, in consultation with Council, generally consistent with:  - the Cowpasture to Ulm Street road works plan at Schedule 8; and - the Location Plan at Schedule 6 showing the extent of the upgrade to Cowpasture Road intersection, Flynn Avenue from Qantas Boulevard to Ulm Street, hatched in the colour green.	Prior to the issue of any Occupation Certificate in Stage 1 of the Development	Not started
E	Upgrade of Southern Cross Avenue	Construction of a road upgrade and services for Southern Cross Avenue to a standard comparable to the existing Southern Cross Drive between the western boundary of the Land to the Middleton Grange Primary School, as shown by green hatching in the Location Plan at Schedule 6 and including the section of unconstructed road opposite the site as indicated in the area outlined in red at Schedule 10.	Prior to the issue of any Occupation Certificate for the retail development on Lots 5 and 6.  The upgrade will be included in the development application for Lots 5 and 6	Not started
F	Culvert, drainage and shared road works wholly within Lot 102 DP 1128111 - Public Reserve	Construction of the culvert and drainage works approved under the Modification DA-64/2007/C Wholly within Lot 102 DP 1128111	Prior to the issue of any Occupation Certificate in Stage 1 of the Development	Not started
H	Not applicable	A total Monetary Contribution of up to \$8,000,000 calculated by reference to the Gross Floor Area of each building in the Development above the threshold of 72,000 m2 of Gross Floor Area in the Development.	Prior to the issue of any Occupation Certificate for the relevant building creating Gross Floor Area.	Not started
<b>VPA-42 - 1370 Camden Valley Way, Leppington NSW 2179</b>				
1	Social Court	Broom finish concrete surface plaza with outdoor seating and tree plantings. Informal recreation elements (i.e. basketball/netball hoop, bocce court etc.)  Width 20m, length 20m, area 400m2	Prior to the issue of the first subdivision certificate which, when registered would create a lot that is intended to be sold for residential purposes and which is not a super lot intended to be further subdivided or a lot intended to be acquired by Council.	Not started
2	Walking Loop	Broom finished concrete. Width 2.5m, length 180m, area 450m2	Prior to the issue of the first subdivision certificate which, when registered would create a lot that is intended to be sold for residential purposes and which is not a super lot intended to be further subdivided or a lot intended to be acquired by Council.	Not started

3	Link Across Riparian Corridor (Boardwalk/Bridge)	Broom finished concrete path connecting to boardwalk spanning riparian corridor.  Structure: steel and timber. Decking: recycled plastic. Balustrade: steel and timber. Width 3.5m, length 70m, (actual span of boardwalk to be acceptable to Council) area 245 m2.	Prior to the issue of the first subdivision certificate which, when registered would create a lot that is intended to be sold for residential purposes and which is not a super lot intended to be further subdivided or a lot intended to be acquired by Council.	Not started
4	Pedestrian Crossing	Raised, marked pedestrian crossing in accordance with AS 1742.10. Pedestrian refuge to be included, if required. Width 3.6m and length 17m	Prior to the issue of the first subdivision certificate which, when registered would create a lot that is intended to be sold for residential purposes and which is not a super lot intended to be further subdivided or a lot intended to be acquired by Council.	Not started
VPA-54 - 80 Flynn Ave, Middleton Grange NSW 2171				
1	Monetary Contributions		Prior to the issue of a Subdivision Certificate	In-progress
VPA-55 - 100 Southern Cross Avenue, Middleton Grange NSW 2171				
1	Monetary Contributions		Prior to the issue of a Subdivision Certificate	In-progress

**ITEM 02**

**Contributions Planning Framework Reform  
Project – Quarterly Status Report**

<b>Strategic Objective</b>	Visionary, Leading, Responsible Position Council as an industry leader that plans and delivers services for a growing city
<b>File Ref</b>	184181.2025
<b>Report By</b>	Siva Karthigesesh - Coordinator Contributions Planning
<b>Approved By</b>	Lina Kakish - Director Planning & Compliance

**EXECUTIVE SUMMARY**

Under existing conditions, Council's Contributions Planning Framework comprises seven (7) "in force" Contributions Plans that apply to development proposals across the Local Government Area (LGA). Analysis has shown however that a portion of the existing Framework no longer aligns with Council's infrastructure priorities.

Furthermore, the development yields and/or trends that informed the Plans at the time of their preparation are either no longer applicable or have shifted to such an extent that the contributions being collected are not sufficient to deliver the identified Plan initiatives. In combination, this is placing financial and asset delivery risks onto Council, and reputational risk to our growing communities.

To address this issue, at the Governance Committee Meeting (GCM) on 9 July 2024 Council endorsed:

- the phased reform of Council's Contributions Planning Framework to ensure consistency with industry best practice and provide the financial stability required to fund the essential infrastructure and services our growing communities need; and
- to receive quarterly updates on the progress of the program to transform Council's Contributions Planning Framework.

A copy of the Committee Report is provided in **Attachment 1**.

This Report provides a quarterly update on the Contributions Planning Framework Reform Project ("Reform Project"), and responds to the following Council Resolution captured at the GCM on 15 April 2025:

*Confirm that the approach undertaken to update the Established Areas Contributions Plan in 2019 was consistent with industry best practice, and report back to the Governance Committee.*

## **RECOMMENDATION**

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That the Governance Committee receives and notes this Report.

## **REPORT**

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### **Background**

A phased approach has been adopted for the Reform Project, with the initial focus (Phase 1) being on the review and reform of the *Liverpool Contributions Plan 2009*, *Liverpool Contributions Plan 2018 – Established Areas*, and *Liverpool Contributions Plan 2018 – Liverpool City Centre*. Subsequent phases of the project will focus on the:

- Growth Areas Contributions Plans including the *Liverpool Contributions Plan 2021 – East Leppington*, *Liverpool Contributions Plan 2021 – Austral and Leppington North* and *Liverpool Contributions Plan 2008 – Edmondson Park*;
- Preparation of a corresponding Section 7.11 Contributions Plan for the Aerotropolis Precinct; and
- Preparation of a s7.11 or s7.12 Contributions Plan to complement the Moore Point Planning Proposal.

Phase 1 of the Reform Project is anticipated for completion by the end of 2026.

### **Progress Update**

Since the last update provided at the April 2025 GCM, the following key activities have been completed on the Reform Project:

- Finalising the scoping documents and document the proposed approach for reviewing Phase 1 Contributions Plans, informed by feedback from both internal units and key external agencies;

- Continuing internal collaboration to address identified gaps in strategic studies and infrastructure planning, ensuring alignment with the Community Strategic Plan, housing targets, population growth forecasts, and technical studies; and
- Commencing preparation of key supporting documentation required to accompany the formal submission of updated Contributions Plans for IPART's review process.

In addition, City Planning also presented an update on the Reform Project to the Audit, Risk and Improvement Committee (ARIC) on 9 July 2025.

Over the next six months, the Reform Project will focus on commissioning the supporting technical studies required to inform the additional infrastructure required – transport, open space, drainage, community facilities – to support the population catchments of the Phase 1 Contributions Plans. Following completion of the technical studies, work will commence on updating the Phase 1 Contributions Plans to reflect the recommendations of the technical studies and internal audit.

### **Local Infrastructure Acceleration Program**

In December 2024, Council received correspondence from the Department of Planning, Housing and Infrastructure (DPHI) inviting Council to participate in the Local Infrastructure Acceleration Program. A copy of the DPHI correspondence is provided in **Attachment 2**.

The Program has been developed to assist Councils to better plan, coordinate and spend infrastructure contributions and will pilot direct technical assistance to accelerate expenditure. Furthermore, the Program will involve a health check to assess the current contributions framework and process for expenditure, deliver proposals for plan preparation, amendment or repeal and undertake associated infrastructure planning and costing.

Council has subsequently accepted the offer to participate in the Program and will utilise the opportunity to dovetail the Program outcomes with Phase 1 of the Reform Project.

As of early June 2025, DPHI has completed a series of workshops with various Council teams – from contributions planning, infrastructure design, property services and infrastructure delivery – and has commenced preparation of a summary report and recommendations for Council consideration. DPHI has also undertaken a benchmarking exercise of our neighbouring Council's to identify any key lessons learned in the Contributions Planning space that could be adopted for the Liverpool context.



### **Established Areas Contributions Plan**

At the GCM on 15 April 2025, Council endorsed the following Resolution:

*Confirm that the approach undertaken to update the Established Areas Contributions Plan in 2019 was consistent with industry best practice, and report back to the Governance Committee.*

Following the Council Resolution, an investigation was undertaken to ascertain whether the approach undertaken by Council to update the *Liverpool Contributions Plan 2018 – Established Areas* (“Established Areas Contributions Plan”) was consistent with industry best practice.

Council records indicate that the proposed amendments to the Established Areas Contributions Plan was endorsed for public exhibition at the Ordinary Meeting of Council on 29 April 2020 (Item EGROW 05). A copy of the Council Resolution is provided in **Attachment 3**.

Following the public exhibition, the proposed amendments were subsequently adopted on 10 June 2020.

Following the review, it is concluded that the process undertaken by Council to amend the Established Areas Contributions Plan in 2020, including the public exhibition and legal review, followed standard procedures and aligned with relevant NSW Government guidelines in force at that time.

### **FINANCIAL IMPLICATIONS**

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There are no financial implications relating to this recommendation.

## **CONSIDERATIONS**

<b>Economic</b>	<p>Deliver and maintain a range of transport related infrastructure such as footpaths, bus shelters and bikeways.</p> <p>Deliver a high-quality local road system including provision and maintenance of infrastructure and management of traffic issues.</p> <p>Facilitate economic development.</p>
<b>Environment</b>	<p>Protect, enhance and maintain areas of endangered ecological communities and high-quality bushland as part of an attractive mix of land uses.</p> <p>Support the delivery of a range of transport options.</p>
<b>Social</b>	<p>Preserve and maintain heritage, both landscape and cultural as urban development takes place.</p> <p>Regulate for a mix of housing types that responds to different population groups such as young families and older people.</p>
<b>Civic Leadership</b>	<p>Operate a well-developed governance system that demonstrates accountability, transparency and ethical conduct.</p>
<b>Legislative</b>	<p><i>Environmental Planning and Assessment Act 1979 (EP&amp;A Act)</i></p> <p><i>Environmental Planning and Assessment Regulation 2021 (EPAR)</i></p>
<b>Risk</b>	<p>The risk is deemed to be Low and within Council's risk appetite.</p>

## **ATTACHMENTS**

1. Attachment 1 - Contributions Planning Framework Reform Project - GCM Report - 9 July 2024
2. Attachment 2 - DPHI Local Infrastructure Acceleration Program - Council Invitation Correspondence - December 2024
3. Attachment 3 - Ordinary Meeting of Council Minutes - 29 April 2020

<b>ITEM 01</b>	<b>Reform of Council's Contributions Planning Framework</b>
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<b>Strategic Objective</b>	Visionary, Leading, Responsible Position Council as an industry leader that plans and delivers services for a growing city
<b>File Ref</b>	175188.2024
<b>Report By</b>	Claire Scott - Coordinator Contributions Planning
<b>Approved By</b>	Lina Kakish - Director Planning & Compliance

#### **EXECUTIVE SUMMARY**

This Report is to inform Council on a proposed program to transform Council's Contributions Planning Framework that applies to lands within the Liverpool Local Government Area (LGA).

Under existing conditions, Council's Contributions Planning Framework comprises six (6) "in force" Contributions Plans that apply to development proposals across the LGA. Analysis has shown however that a portion of the existing Framework no longer aligns with Council's infrastructure priorities.

Furthermore, the development yields and/or trends that informed the Plans at the time of their preparation are either no longer applicable or have shifted to such an extent that the contributions being collected are not sufficient to deliver the identified Plan initiatives. In combination, this is placing financial and asset delivery risks onto Council, and reputational risk to our growing communities.

To address this issue, City Planning will commence work on a program to transform Council's Contributions Planning Framework to ensure consistency with industry best practice, effectively meets the infrastructure and services needs of our growing communities, and provides the financial stability required to fund the essential infrastructure and services.

## **RECOMMENDATION**

That the Governance Committee meeting

1. Receives and notes this Report.
2. Notes the phased approach to the transformation program of Council's Contributions Planning Framework, with the initial phase (Phase 1) focusing on the review and reform of the *Liverpool Contributions Plan 2009*, *Liverpool Contributions Plan 2018 – Established Areas*, and *Liverpool Contributions Plan 2018 – Liverpool City Centre*.
3. Receives quarterly updates on the progress of the program to transform Council's Contributions Planning Framework.

## **REPORT**

### **Background**

Liverpool City Council has applied developer contributions since 1992, with the first Contributions Plans focused on individual catchment areas such as Green Valley / Hinchinbrook, Casula East, Casula West, Cecil Hills, and Wattle Grove.

Developer contributions are charged by Council when new development occurs. Once collected, contributions help fund essential infrastructure like parks, community facilities, local roads, footpaths, stormwater drainage and traffic management.

As growth accelerated across the LGA, former Plans were consolidated, and new Plans created to effectively manage the provision of infrastructure necessitated by new development proposals.

Under existing conditions, Council currently has six (6) "in force" Contributions Plans that apply to development proposals across the LGA. However, previous repealed Plans (shown in italics below) may still be in operation via Development Application Consent Conditions. Rates collected under repealed Plans are allocated against initiatives in the current Contribution Plans, as incomplete works were carried forward into these Plans.

- Liverpool Contributions Plan 2008 – Edmondson Park
- Liverpool Contributions Plan 2009
  - *Former Liverpool Contributions Plan 2001*
    - *Former multiple – 'Plan 1 – 12'*
    - *Rural areas*

- Liverpool Contributions Plan 2014 – East Leppington
  - Soon to be repealed and replaced by the IPART-reviewed *Liverpool Contributions Plan 2021 – East Leppington*
- Liverpool Contributions Plan 2018 – Liverpool City Centre
  - *Former Liverpool City Centre 2007*
  - *Former Liverpool City Centre 2001*
- Liverpool Contributions Plan 2018 – Established Areas
  - *Former Plan 10 – Established Areas*
  - *Former Plan 11 – City-wide Infrastructure*
- Liverpool Contributions Plan 2021 – Austral and Leppington North
  - *Liverpool Contributions Plan 2014 – Austral and Leppington North*

Council does however have an additional draft Contributions Plan (s7.12) for the Aerotropolis Precinct that is currently awaiting approval from the NSW Minister for Planning and Public Spaces. Being a Section 7.12 Plan, the Plan is considered an interim plan to allow preliminary development to occur within the Aerotropolis Precinct.

It is acknowledged by both Council and the Department of Planning, Housing and Infrastructure (DPHI) that upon Ministerial approval of the draft Aerotropolis (s7.12) Contributions Plan, work will need to commence on the preparation of a corresponding Section 7.11 Contributions Plan for the Aerotropolis Precinct.

### **Section 7.11 Contributions v Section 7.12 Contributions**

Local infrastructure contributions can be collected via two distinct funding pathways – Section 7.11 contributions and Section 7.12 contributions. Detail on the differences between these two funding pathways is provided in Table 1.

*Table 1 – Differences between Section 7.11 and Section 7.12 contributions*

Section 7.11 Contributions	Section 7.12 Contributions
<p>Charged where there is a clear nexus between the development proposal and the infrastructure to be funded.</p> <p>Councils prepare Section 7.11 Contributions Plans that clearly articulates what infrastructure will be provided and approximately how much it will cost. This is used to calculate a contribution rate, usually charged per dwelling or per square metre.</p> <p>Importantly, Councils that want to charge a contribution rate above the threshold set by the Minister for Planning and Public Spaces must submit their Plans to the Independent Pricing and Regulatory Tribunal (IPART) for an independent review.</p> <p>Upon completion of the independent review, the IPART subsequently forwards their recommendations to the Minister for Planning and Public Spaces for consideration and approval. Upon Ministerial approval, Council must amend the draft Section 7.11 Contributions Plan in line with the Ministerial approval and seek Council endorsement to make the changes operational.</p> <p>Once submitted to the IPART for review, IPART-reviewed Section 7.11 Contributions Plans typically take 18-24 months to enact.</p> <p>Section 7.11 was previously known as Section 94.</p>	<p>Charged as a percentage of the estimated cost of the development proposal. The maximum percentage that can be charged in most areas is 1%.</p> <p>To seek a higher rate above the 1% threshold, Councils must submit their Section 7.12 Contributions Plans to the Minister for Planning and Public Spaces for a review. If supported and approved by the Minister, Council must amend the draft Section 7.12 Contributions Plan in line with the Ministerial approval and seek Council endorsement to make the changes operational.</p> <p>Section 7.12 was previously known as section 94A.</p>

**Case for Contributions Planning Framework Reform**

City Planning commissioned a desktop audit of Council's current Contributions Planning Framework to ascertain the suitability of Framework to effectively fund, and support delivery of, essential infrastructure and services associated with ongoing development growth across the LGA.

In essence, the audit identified that a significant portion of Council's current Contributions Planning Framework is considered outdated in so far that they no longer align to current strategies, policies and environmental plans.

Furthermore, development yields and/or trends that informed the Plans at the time of preparation are either no longer applicable or have shifted to such an extent that the contributions being collected are not sufficient to deliver the identified Plan initiatives.

Specifically, the audit highlighted that:

- Council's Growth Areas are currently facing a significant shortfall in financing the listed land and works program;
- Contributions Plans for the Liverpool City Centre and Established Areas include items that no longer align to the development of the area or vision of Council and the community; and
- Items under the Section 7.12 Contributions Plans are severely underestimated in their costs, making it difficult to achieve their delivery.

In combination, this is placing financial and asset delivery risks onto Council, and reputational risk to our growing communities.

To address this issue, City Planning will commence work on a program to transform Council's Contributions Planning Framework to ensure consistency with industry best practice, effectively meets the infrastructure and services needs of our growing communities, and provides the financial stability required to fund the essential infrastructure and services.

**Next Steps**

It is proposed to adopt a phased approach for the transformation program, with the initial focus (Phase 1) being on the review and reform of the *Liverpool Contributions Plan 2009*, *Liverpool Contributions Plan 2018 – Established Areas*, and *Liverpool Contributions Plan 2018 – Liverpool City Centre*.

Subsequent phases of the program will focus on the:

- Consolidation of the soon-to-be endorsed *Liverpool Contributions Plan 2021 – East Leppington*, the *Liverpool Contributions Plan 2021 – Austral and Leppington North* and

the *Liverpool Contributions Plan 2008 – Edmondson Park* into a single Section 7.11 Contributions Plan; and

- Preparation of a corresponding Section 7.11 Contributions Plan for the Aerotropolis Precinct.

Phase 1 of the transformation program is anticipated to take up to two (2) years to complete. Timelines may be shortened however if corresponding reviews by the IPART and the Minister for Planning and Public Spaces are expedited.

Under this proposal, at the conclusion of the transformation program Council would potentially have six (6) or seven (7) Contributions Plans in operation across the LGA. As a 'Growth' Council with fragmented rural lands, this is a favorable outcome when compared with the our following neighbouring LGAs:

- Blacktown City Council – 16 Contributions Plans, as well as VPA's for urban release / growth areas;
- Penrith City Council – 13 Contributions Plans, 2 draft Section 7.11 Contributions Plans with IPART and 1 draft Section 7.12 Contributions Plan with the Minister for Planning and Public Spaces; and
- Camden Council – Five (5) Contributions Plans (one Plan covers three growth precincts (South West Growth SEPP) and noting that Camden has single precinct ownership (VPA's for urban release / growth areas).

## **FINANCIAL IMPLICATIONS**

To ensure the success of the transformation program, Council must allocate the necessary resourcing as a priority. Apart from financial resourcing, Contributions Plans require extensive strategic planning input to support and justify the need and demand for infrastructure, especially if the Plans are to be subject to IPART and Ministerial reviews.

Internal resourcing of Phase 1 of the program is expected to be fully funded from existing contributions levies applied under existing Section 7.11 Contributions Plans in operation (i.e. administration levy).

The engagement of Consultants to support gaps in the strategic planning analysis underpinning the transformation program will be funded from City Planning 'Consultancies' funds in Council's 2024/25 OPEX budget.

Should additional funding be required, a further Report will be prepared and referred to Council for consideration at a future Ordinary Meeting of Council.



**CONSIDERATIONS**

<b>Economic</b>	<p>Further develop a commercial centre that accommodates a variety of employment opportunities.</p> <p>Deliver and maintain a range of transport related infrastructure such as footpaths, bus shelters and bikeways.</p> <p>Provide efficient parking for the City Centre.</p>
<b>Environment</b>	<p>Manage the environmental health of waterways.</p> <p>Protect, enhance and maintain areas of endangered ecological communities and high-quality bushland as part of an attractive mix of land uses.</p> <p>Raise community awareness and support action in relation to environmental issues.</p> <p>Promote an integrated and user-friendly public transport service.</p> <p>Support the delivery of a range of transport options.</p>
<b>Social</b>	<p>Raise awareness in the community about the available services and facilities.</p> <p>Preserve and maintain heritage, both landscape and cultural as urban development takes place.</p> <p>Regulate for a mix of housing types that responds to different population groups such as young families and older people.</p>
<b>Civic Leadership</b>	<p>Provide information about Council's services, roles and decision-making processes.</p> <p>Deliver services that are customer focused.</p> <p>Operate a well-developed governance system that demonstrates accountability, transparency and ethical conduct.</p> <p>Actively advocate for federal and state government support, funding and services.</p>
<b>Legislative</b>	Environmental Planning and Assessment Act
<b>Risk</b>	<p>The risk is deemed to be High.</p> <p>Contribution Plan caused by underfunded asset delivery resulting in significant funding shortfall in project delivery. The risk is considered outside Council's risk appetite.</p>

**ATTACHMENTS**

Nil

Department of Planning, Housing and Infrastructure



Our ref: IRF24/2679

**Mr Jason Breton**  
**Acting Chief Executive Officer**  
**Liverpool City Council**  
[BretonJ@liverpool.nsw.gov.au](mailto:BretonJ@liverpool.nsw.gov.au)

Attention: Ms Lina Kakish

19 December 2024

Dear Mr Breton

I refer to recent discussions between the Council and the Department regarding work being undertaken in relation to local infrastructure contributions. I am pleased to formalise these discussions with an invitation to the Council to participate in the Local Infrastructure Acceleration Program.

The Local Infrastructure Acceleration Program has been developed to assist councils to better plan, coordinate and spend infrastructure contributions and will pilot direct technical assistance to accelerate expenditure. The invited councils have been selected based on an assessment of their contribution's framework, housing targets and technical capacity, and will align well with the work already underway within the Council. The outcome of the pilot will ultimately inform the development of practical material to assist the local government sector more broadly.

It is anticipated that the program will involve a health check to assess the current contributions framework and process for expenditure, deliver proposals for plan preparation, amendment or repeal and undertake associated infrastructure planning and costing. The implementation of any changes to the Council's contributions framework will be subject to consideration by the elected Council.

Participation of Council staff in the program is fundamental to its success. Subject to your acceptance of this invitation a detailed scope of works will be developed to clarify the work to be undertaken over the next six months.

To accept this invitation and if you have any questions, Katrine O'Flaherty, Director Local Infrastructure can be contacted via [infrastructure.contributions@planning.nsw.gov.au](mailto:infrastructure.contributions@planning.nsw.gov.au)

Yours sincerely

A handwritten signature in grey ink, appearing to read "Monica Gibson".

**Monica Gibson**  
**Deputy Secretary**  
**Planning, Land Use Strategy, Housing and Infrastructure**

**COUNCIL DECISION**

**Motion:** **Moved: Cllr Hagarty** **Seconded: Cllr Kaliyanda**

That Council:

1. Exhibits draft *Liverpool Contributions Plan 2018 – Established Areas (Amendment 1)* in accordance with the requirements of the *Environmental Planning and Assessment Act 1979* and Regulations; and
2. Delegates to the CEO authority to finalise *Liverpool Contributions Plan 2018 – Established Areas (Amendment 1)* if no submissions opposing the changes are received.

On being put to the meeting the motion was declared CARRIED.

Councillors voted unanimously for this motion.

**Council**

**COUNCIL DECISION**

**Motion:** **Moved: Cllr Hagarty** **Seconded: Cllr Kaliyanda**

That Council:

1. Exhibits draft *Liverpool Contributions Plan 2018 – Established Areas (Amendment 1)* in accordance with the requirements of the *Environmental Planning and Assessment Act 1979* and Regulations; and
2. Delegates to the CEO authority to finalise *Liverpool Contributions Plan 2018 – Established Areas (Amendment 1)* if no submissions opposing the changes are received.

On being put to the meeting the motion was declared CARRIED.

Councillors voted unanimously for this motion.

## ITEM 03

**Liverpool Traffic Committee Endorsed  
Road/Traffic Facilities Tracking Update**

<b>Strategic Objective</b>	Visionary, Leading, Responsible Demonstrate a high standard of transparency and accountability through a comprehensive governance framework
<b>File Ref</b>	194582.2025
<b>Report By</b>	Patrick Bastawrous - Coordinator Traffic and Transport
<b>Approved By</b>	Lina Kakish - Director Planning & Compliance

**EXECUTIVE SUMMARY**

At the Council Meeting held 10 December 2024, it was resolved to;

*Direct the CEO to create a register tracking recommendations from the Liverpool Local Traffic Committee with updates on the status and timeline of each project which is presented quarterly to a Governance Committee Meeting.*

This report presents the current status of the register for the Committee's consideration.

**RECOMMENDATION**

That the Governance Committee:

1. Notes the status of items endorsed by the Liverpool Traffic Committee as shown in the Attachment.
2. Provides feedback on the way the information is to be presented at future meetings.

**REPORT**

As requested by Council at it's meeting held 10 December 2024, Council Staff are to present the 'Liverpool Traffic Committee Endorsed Road/Traffic Facilities' tracking database quarterly.

The information in the Attachment identifies all items endorsed by the Liverpool Traffic Committee since 2022 and will continue to be populated with data from both prior and ongoing Committees going forward.

The spreadsheet provides an update on the funding and construction status where applicable, and other relevant information including location and date of relevant approvals. The information is presented to enable Council to consider options for funding and/or delivery of items that are currently outstanding.

## **FINANCIAL IMPLICATIONS**

There are no financial implications relating to this recommendation.

Further to note, Council receives an annual Capital Works Grant Fund that is allocated for general signage and line marking requests, which is approximately \$200,000.00 per year. This fund is generally expended on matters involving parking restrictions and urgent safety items.

## **CONSIDERATIONS**

<b>Economic</b>	Deliver a high quality local road system including provision and maintenance of infrastructure and management of traffic issues.
<b>Environment</b>	Support the delivery of a range of transport options.
<b>Social</b>	There are no social and cultural considerations.
<b>Civic Leadership</b>	Provide information about Council's services, roles and decision making processes. Operate a well-developed governance system that demonstrates accountability, transparency and ethical conduct.
<b>Legislative</b>	There are no legislative considerations relating to this report.
<b>Risk</b>	There is no risk associated with this report.

## **ATTACHMENTS**

1. Liverpool Traffic Committee Endorsed Road/Traffic Facilities - Tracking Database

Liverpool Traffic Committee Endorsed Road / Traffic Facility Projects - Tracking Sheet

DATE ENDORSED BY LTC	ADDRESS	DESCRIPTION	ESTIMATED COST	FUNDED	FUNDING SOURCE	GRANT STATUS	PLANNING OFFICER	DESIGN OFFICER	CONSTRUCTION OFFICER	STATUS	ESTIMATED COMPLETION	COMMENTS
19/03/2025	Edmondson Park	Proposed Extension of Median Island -Sargent Street and General Boulevarde	\$20,000	Not Funded	Capital Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Concept Design	Subject to funding	
19/03/2025	Edmondson Park	Roundabout Modification - Buchan Avenue and Jardine Drive	\$203,000	Not Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Concept Design	Subject to funding	
19/03/2025	Kemps Creek / Rossmore	Devonshire Road and Kings Street - Edge line curve improvement	\$1,200,000	Not Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Concept Design	Subject to funding	
29/01/2025	Whitford Road and Frigate-Bird Avenue, Hinchinbrook	Proposed roundabout modification	\$80,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
29/01/2025	Shephard Street and Riverpark Drive, Liverpool	Proposed roundabout modification	\$70,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
29/01/2025	Mackellar Street, near Leacocks Lane	Proposed Line Marking Maintenance	\$1,500.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Depot Team	Concept Design	3 months	
06/11/2024	Church Road, Denham Road	Proposed Load Limit	\$1,242	Not Funded	Operational Budget		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Depot Team	Approvals	Subject to funding	
06/11/2024	Epsom Road and Whelan Road, Chipping Norton	Epsom Road and Whelan Road Roundabout Modification, Chipping Norton	\$31,687	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
06/11/2024	Fifteenth Avenue, West Hoxton	Bus Zone Relocation	\$1,000	Fully Funded	Operational Budget		Unallocated	Unallocated	Unallocated		Feb-24	
06/11/2024	Ingham Road, Casula	Proposed raised crossing	\$107,000	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
06/11/2024	Maxwell Creek Precinct, Edmondson Park	Line marking & signage plans	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Planning	Subject to developers construction schedule	
18/09/2024	Eighth Avenue and Kelly Street intersection, Austral	Proposed Roundabout Contruction	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Planning	Subject to Developer Construction Schedule	
18/09/2024	Croatia Avenue, Edmondson Park	Proposed intersection and traffic facilities	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Planning	Subject to Developer Construction Schedule	
18/09/2024	Franklin Road, Chipping Norton	Proposed raised crossing	\$78,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
18/09/2024	Kurrajong Road between Kookaburra Road and Mowbray Street, Prestons	Proposed median island	\$13,988.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
18/09/2024	1895 Camden Valley Way, Horningsea Park	Proposed Traffic Facilities and Shared Path	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Planning	TBC	
18/09/2024	Macquarie Street, Liverpool	Proposed Parking Restriction	\$1,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Depot Team	On-hold	TBC	
18/09/2024	St Francis Catholic College	Proposed Traffic Facilities	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Planning	Subject to Developer Construction Schedule	
18/09/2024	135 Gurner Avenue, Austral	Proposed subdivision	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Planning	Subject to Developer Construction Schedule	
18/09/2024	Austral	Installation of temporary roundabouts and speed cushions	\$170,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Construction	Jun-25	

17/07/2024	Middleton Grange Town Centre	Proposed Traffic Facilities	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Construction	Subject to Developer Construction Schedule	70% internal roads completed as of 3/2025
17/07/2024	Fifteenth Avenue and Craik Avenue intersection, Austral	Proposed Roundabout	\$84,320.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
17/07/2024	All Saints Catholic Senior College, Casula	Proposed Raised Marked Pedestrian Crossing	\$55,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
17/07/2024	Sanderling Street, Hinchinbrook	Request for Traffic Calming Device	\$50,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
17/07/2024	Ascot Drive, Chipping Norton	Request for Traffic Calming Device	\$50,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
17/07/2024	Casula Shopping Centre High Pedestrian Activity Area	Proposed Traffic Facilities	\$570,000.00	Not Funded	Grant Funding		Manager Development Engineering (Traffic Team)	External Consultant	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
17/07/2024	Edmondson Park Tavern, Edmondson Park	Proposed Traffic Calming as part of Subdivision Works (SWC-23/2022)	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Construction	Subject to Developer Construction Schedule	
17/07/2024	Hill Road, Lurnea	Proposed Median Island Extension	\$30,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
17/07/2024	Lismore Street, Hoxton Park	Proposed Traffic Facilities	\$15,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Depot Team	Completed	9 months	Turning restriction signs installed, additional rubber speed cushions to be installed after video survey is undertaken
15/05/2024	Wonga Road, in front of St Francis Xavier Primary School, Lurnea	Request for Raised Marked Pedestrian Crossing	\$100,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
15/05/2024	Bardia Parade and Village Way intersection, Holsworthy	Proposed Roundabout	\$200,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
15/05/2024	Craik Avenue and Sixteenth Avenue intersection, Austral	Proposed Roundabout	\$250,000.00	Partial Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
15/05/2024	Mill Road and Nagle Street, Liverpool	Proposed Intersection Treatment	\$420,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
15/05/2024	Muir Road, Edmondson Park	Request for Speed Humps	\$30,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
20/03/2024	Tenth Avenue in front of Austral Public School, Austral	Request for Raised Marked Pedestrian Crossing	\$100,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
20/03/2024	Camden Valley Way, Bernera Road to 300m to the east, Edmondson Park	Proposed Shared Path	Developer	Fully Funded	Developer Contributions		Major Projects Team	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed	Mar-25	Major Projects Team
20/03/2024	Hoxton Park Road into Maryvale Avenue, Liverpool	Request for 'No Left Turn' sign into Maryvale Avenue during morning peak hours	\$5,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Depot Team	Approvals	6 months	
20/03/2024	Fifteenth Avenue and Craik Avenue intersection, Austral	Proposed 'No Right Turn' Restriction sign	\$5,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Depot Team	Approvals	6 months	
20/03/2024	Rosebank Avenue/Duxford Street and Rosebank Avenue/Gowanlea Avenue intersection, Elizabeth Hills	Proposed 2 x roundabouts at intersection	\$300,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	External Consultant	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	Undertaking Community Consultation and additional traffic counts
20/03/2024	Hart Street, Warwick Farm	Proposed timed parking restrictions	\$15,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Depot Team	Completed		



20/03/2024	Multiple locations	Proposed minor traffic signs	\$25,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Depot Team	Completed	Sep-25	
31/01/2024	Moore Street and Airfield Drive, Len Waters Estate	Proposed Bus Zone signs	\$5,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Depot Team	Approvals	TBC	
31/01/2024	Edmondson Park High School	Line marking & signage plans	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Construction	Subject to Developer Construction Schedule	
31/01/2024	Hart Street, Warwick Farm	Proposed timed parking restrictions	\$5,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Depot Team	Completed	Jul-24	
31/01/2024	McKay Street, Moorebank	Proposed Indented Parking Bays	\$145,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed	Sep-24	Completed addition funding required of \$150,000
31/01/2024	Twenty Seventh Avenue, Austral	Proposed Shared Path	\$638,534.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	On-hold	Subject to funding	
31/01/2024	Grove Street and Hume Highway intersection, Casula	Proposed Road Closure	\$57,750.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed	Mar-25	Double up
31/01/2024	Government Road, Hinchinbrook	Proposed Shared Path	\$355,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	External Consultant	Manager Project Delivery (Delivery Team)	Completed	Oct-24	Shared Path completed, remaining connection with M7 Cycleway still under design
31/01/2024	Newbridge Road, Bridges Road to Lewins Bridge, Moorebank	Proposed Shared Path	\$560,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	External Consultant	Manager Project Delivery (Delivery Team)	Completed	Oct-24	
08/11/2023	North Liverpool Road and Wilson Road intersection, Green Valley	Proposed intersection modification	\$145,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Construction	Mar-25	
08/11/2023	South Liverpool Road and St Johns Road intersection, Busby	Proposed intersection modification	\$150,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed	Nov-24	
08/11/2023	South Liverpool Road and Whitford Road intersection, Green Valley	Proposed intersection modification	\$217,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed	Dec-24	
08/11/2023	Cartwright Avenue, Heckenberg Avenue and Busby Road, Busby	Proposed roundabout modification	\$40,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	External Consultant	Manager Project Delivery (Delivery Team)	Tender	Jun-26	
08/11/2023	General Boulevard, Edmondson Park	Proposed Raised Pedestrian Crossing	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Planning	Subject to Developer Construction Schedule	
08/11/2023	Kingsford Smith Avenue intersection, Middleton Grange	Proposed Intersection Improvements	TBD	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	5+ years	Subject to additional funding
08/11/2023	Sadlier Avenue, Heckenberg	Proposed Traffic Calming Devices	\$250,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Dec-26	Awaiting TfNSW approvals and funding
20/09/2023	Sarah Hollands Drive, Carnes Hill	Proposed Median Island	Developer	Fully Funded	Developer Contributions		Manager Development Engineering (Traffic Team)	External Consultant	Manager Project Delivery (Delivery Team)	Completed	Nov-24	
20/09/2023	Elizabeth Hills	Proposed LATM Staged Implementation	TBD	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	External Consultant	Manager Project Delivery (Delivery Team)	Planning	TBC	Undertaking Community Consultation
20/09/2023	First Avenue and Nineteenth Avenue intersection, Hoxton Park	Proposed Road Extension	\$110,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
20/09/2023	Nuwarra Road, Moorebank	Proposed 5-Tonne Load Limit	\$4,000.00	Fully Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Depot Team	Completed	Mar-24	
20/09/2023	Liverpool Public School	Proposed Traffic Facilities	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Completed	Jan-24	



20/09/2023	Yarrunga Street and Kookaburra Road (N), Prestons	Half road reconstruction signs and line marking	\$2,000,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	External Consultant	Manager Project Delivery (Delivery Team)	Seeking Funding	5+ years	Subject to additional funding
20/09/2023	Fourth Avenue and Gurner Avenue, Austral	Proposed Traffic Facilities	Developer	Fully Funded	Developer Contributions		Manager Development Engineering (Traffic Team)	External Consultant	External Contractor	Completed	Mar-25	
20/09/2023	Flynn Avenue, Middleton Grange	Proposed Raised Pedestrian Crossing	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Completed	Mar-25	Double up
19/07/2023	Fifteenth Avenue and Edmondson Avenue intersection, Austral	Proposed Roundabout	\$60,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed	Dec-23	
19/07/2023	Spencer Road near Leopold Street, Cecil Hills	Proposed Traffic Calming Device	\$30,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Detailed Design	5+ years	Subject to additional funding
19/07/2023	Edmondson Park and Carnes Hill City Centre	Proposed 40km/h High Pedestrian Activity Area	\$1,845,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	External Consultant	Manager Project Delivery (Delivery Team)	Construction	May-25	
19/07/2023	Kurrajong Road and Mowbray Road Intersection, Prestons	Proposed Signalised Intersection Upgrade	\$1,750,000.00	Partial Funded	Developer Contributions		Manager Development Engineering (Traffic Team)	External Consultant	External Contractor	On-hold	Sep-26	Awaiting TfNSW approvals and funding
19/07/2023	Campbell Street and Castlereagh Street Intersection, Liverpool	Proposed Median Island	\$34,454.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Jun-26	
19/07/2023	Green Valley Road, Green Valley	Proposed Traffic Calming Devices	\$100,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Tender	5+ years	Subject to additional funding
19/07/2023	Bardia Parade and Village Way intersection, Holsworthy	Proposed Traffic Calming Device	\$40,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Tender	5+ years	
17/05/2023	First Avenue and Hoxton Park Road, Hoxton Park	Proposed Extension of Northbound Right Turn Lane	\$15,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Detailed Design	5+ years	Scope changes and increased cost of works
17/05/2023	Miller Public School, Miller	Proposed Raised Pedestrian Crossing	\$100,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Manager Project Delivery (Delivery Team)	Completed	Apr-24	
17/05/2023	Lismore Street, Hoxton Park	Proposed Traffic Calming Device	\$10,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Manager Project Delivery (Delivery Team)	Completed	Feb-24	
17/05/2023	Esk Avenue and Brunswick Heads Crescent, Hoxton Park	Proposed Indented Parking Bays	\$20,000.00	Fully Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	On-hold	Subject to funding	Site Constraints for installation
15/03/2023	Grove Street and Hume Highway intersection, Casula	Proposed Road Closure	\$80,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed	Mar-25	
15/03/2023	Governor Macquarie Drive Upgrade, Munday Street to ATC Access Road, Chipping Norton	Proposed Road Upgrade	\$11,500,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	External Consultant	External Contractor	Detailed Design	Jun-25	Change of Scope required
15/03/2023	Governor Macquarie Drive Upgrade, Alfred Road to Childs Road, Chipping Norton	Proposed Road Upgrade	\$8,500,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	External Consultant	External Contractor	Detailed Design	Sep-25	
15/03/2023	Kurrajong Road, Lyn Parade and Beech Road Intersection Upgrade to Signalised Intersection, Prestons	Proposed Intersection Upgrade	\$7,200,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	External Consultant	External Contractor	Approvals	Jun-26	Change of Scope required
15/03/2023	Bernera Road Upgrade, Yarra Street to Yato Road (Approximately 300m), Prestons	Proposed Road Upgrade	\$2,000,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	External Consultant	External Contractor	Construction	Jun-25	90% completion
15/03/2023	Leacocks Lane, Casula	Proposed Traffic Facilities	\$160,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Manager Project Delivery (Delivery Team)	On-hold	5+ years	
15/03/2023	Fourth Avenue, Tenth and Eleventh Avenue Intersections, Austral	Proposed Interim Roundabouts	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Planning	Subject to Developer Construction Schedule	

01/02/2023	Sarah Hollands Drive, Carnes Hill	Proposed Pedestrian Crossing	\$70,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	External Consultant	Council Manager Project Delivery (Delivery Team)	Completed	May-24	
01/02/2023	Railway Street Shared Spaces Demonstration, Liverpool	Line marking & signage plans	\$25,000.00	Fully Funded	Grant Funding	Successful	Manager Infrastructure Planning (Urban Design Team)	External Consultant	External Contractor	Completed	Apr-23	
09/11/2022	Brickmakers Drive, Moorebank	Proposed Pedestrian Bridge	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Completed		
09/11/2022	South Liverpool Road and Wonga Road	Proposed Edge line marking	\$10,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)			
09/11/2022	Multiple locations	Proposed Indented Parking Bays	TBD	Fully Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
09/11/2022	Fourth Avenue Intersections with Eleventh Avenue and Tenth Avenue, Austral	Proposed Roundabout	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Detailed Design		
09/11/2022	Railway Street, Liverpool	Proposed Shared Space Project	Developer	Fully Funded	Developer Contributions		Urban Manager Infrastructure Planning (Design Team)	Urban Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
09/11/2022	Woodbrook Road, Casula	Proposed Road Reopening	\$1,100,000.00	Fully Funded	Developer Contributions		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
21/09/2022	Church Road at intersection with Heathcote Road, Moorebank	Proposed Pedestrian Refuge	\$18,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
21/09/2022	Gill Avenue, Liverpool	Proposed Kerb Lane Extension	\$450,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		No go ahead project
21/09/2022	Greendale Road, Greendale	Proposed Road Realignment	No go ahead project	Fully Funded	Grant Funding	Application Submitted	Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
20/07/2022	McLean Street, Liverpool	Proposed Marked Pedestrian Crossing Upgrade	\$110,000.00	Not Funded	Capital Budget	Successful	Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
20/07/2022	Australis Avenue, Wattle Grove	Proposed Marked Pedestrian Crossing	\$90,000.00	Partial Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
20/07/2022	Feodore Drive, Cecil Hills	Request for Bus Stop Relocation	\$10,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)			
20/07/2022	Bernera Road, Prestons	Proposed Deceleration Lane	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Completed		
18/05/2022	Reilly Street and Webster Road, Lurnea	Proposed roundabout modification	\$278,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
18/05/2022	New primary school in Edmondson Park	Proposed Traffic Facilities	TBD	Fully Funded	Developer Contributions		Developer (SINSW)	External Consultant	External Contractor	Construction		
18/05/2022	Edmondson Park	Proposed North Commuter Carpark and Signalised Pedestrian Crossing	Completed	Fully Funded	Developer Contributions		Developer (TfNSW)	External Consultant	External Contractor	Completed		
18/05/2022	Fifteenth Avenue/Second Avenue intersection, Middleton Grange	Proposed Pedestrian Crossing Facility	TBD	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
16/03/2022	Governor Macquarie Drive west of Epsom Road, Chipping Norton	TfNSW proposed Heavy Vehicle Inspection Bay	Completed	Fully Funded	Developer Contributions		Developer (TfNSW)	External Consultant	External Contractor	Completed		
16/03/2022	Hume Highway from Reilly Street to Atkinson Street, Liverpool	Proposed Shared Path	Completed	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
16/03/2022	Spencer Street, Cecil Hill	Proposed Raised Thresholds	\$ 50,000.00	Not Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
16/03/2022	Hartlepool Road and Foskett Street, Edmondson Park	Change to Existing Give-Way Control	Completed	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		

03/02/2022	Hume Highway and Governor Macquarie Drive Intersection Upgrade	Proposed signs and line marking scheme	\$10,500,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	On-hold		
03/02/2022	William Buckley Drive, Carnes Hill	Proposed Traffic Calming Device	\$25,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
24/11/2021	Woodbrook Road, Casula	Proposed Road Opening	\$2,200,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
24/11/2021	Liverpool CBD	Proposed Raised Thresholds within Liverpool CBD	\$968,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
15/09/2021	Australis Avenue, Wattle Grove	Proposed Raised Pedestrian Crossing	\$150,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
15/09/2021	Liverpool City Centre High Pedestrian Activity Area, Liverpool	Proposed Traffic Calming Devices	\$900,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
15/09/2021	Wilson Road and Hinchinbrook Road Intersection, Hinchinbrook	Proposed Roundabout Modification	\$60,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
15/09/2021	Middleton Drive, Middleton Grange	Proposed Pedestrian Refuge	\$60,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
15/09/2021	Wonga Road, Lurnea	Proposed Raised Pedestrian Crossing	\$140,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
15/09/2021	Fifteenth Avenue and Fourth Avenue intersection, Austral	Proposed roundabout modification	\$150,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
15/09/2021	Fifteenth Avenue and Craik Avenue intersection, Austral	Traffic Management Plan for Proposed Right Turn Restrictions	\$30,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
21/07/2021	Campbell Street, Liverpool	Proposed Raised Threshold	\$178,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
21/07/2021	Talana Hill Drive, Edmondson Park	Proposed Speed Humps	\$30,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
21/07/2021	Manning Street, Warwick Farm	Proposed Traffic Calming Scheme	\$30,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
21/07/2021	Barry Road, Chipping Norton	Proposed Pedestrian Refuge	\$30,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
21/07/2021	Ardennes Avenue, Edmondson Park	Proposed Speed Humps	\$30,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
19/05/2021	Adams Road, Luddenham	Proposed Traffic Calming Devices	\$270,000.00	Fully Funded	Grant Funding		Developer (TfNSW)	External Consultant	External Contractor	On-hold		
19/05/2021	Nuwarra Road and Balanada Avenue	Proposed intersection Treatment	\$70,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
19/05/2021	Charlton Avenue, Chipping Norton	Proposed Pedestrian Refuge	\$40,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
19/05/2021	Vinny Road, Edmondson Park	Proposed Speed Humps	\$50,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
19/05/2021	Delfin Drive, Wattle Grove	Proposed Pedestrian Refuge	\$45,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		Sydney Metro Development

17/03/2021	Badgerys Creek Road, Badgerys Creek	Access to the metro station proposed roundabout	Developer	Fully Funded	Grant Funding		Developer (Sydney Metro)	External Consultant	External Contractor	Completed		
17/03/2021	Governor Macquarie Drive (Newbridge Road to Alfred Road), Chipping Norton	Signs and Linemarking Scheme	\$1,100,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
17/03/2021	Braidwood Drive and Michelago Circuit intersection, Prestons	Proposed roundabout modification	\$100,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
17/03/2021	Regentville Drive, Elizabeth Hills	Proposed Speed Humps	\$60,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
17/03/2021	Powerhouse Road and Woodbrook Road, Casula	Proposed new carpark signs and linemarking	\$2,800,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
03/02/2021	Strzlecki Drive and Singleton Street, Carnes Hill	Proposed Traffic Facilities	\$70,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
03/02/2021	Nuwarra Road and Marshall Avenue Intersection, Moorebank	Proposed Intersection Treatment	\$300,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
03/02/2021	Hume Highway, Liverpool	Proposed Cycleway	\$100,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		

Total Cost	\$65,106,475
Total Projects Funded	\$ 53,076,500.00
Total Projects Unfunded	\$ 9,839,975.00
Total Projects Partially Funded	\$ 2,090,000.00

**ITEM 04****14 Niland Way, Casula**

<b>Strategic Objective</b>	Visionary, Leading, Responsible Demonstrate a high standard of transparency and accountability through a comprehensive governance framework
<b>File Ref</b>	195373.2025
<b>Report By</b>	David Galpin - General Counsel
<b>Approved By</b>	Farooq Portelli - Director Corporate Support

**EXECUTIVE SUMMARY**

The report outlines the proceedings and outcome of the appeal to the Land and Environment Court against the deemed refusal of development consent for DA-239/2023.

**RECOMMENDATION**

That the Governance Committee:

1. Note the contents of the report.

**REPORT**

Council's governing body considered the Legal Affairs Report at its meeting on 23 April 2025. Council requested a report outlining the proceedings and outcome of the appeal to the Land and Environment Court against the deemed refusal of development consent for DA-239/2023.

**1. Commencement of proceedings**

DA-239/2023 related to 14 Niland Way, Casula. The applicant sought development consent for the demolition of existing structures and the construction of a two-storey childcare centre over a level of basement parking at 14 Niland Way, Casula.

The appeal was filed based on a deemed refusal by Council, as Council did not determine the application within 42 days. The appeal was filed in time, that is within 6 months of the deemed refusal date.

## **2. Contentions**

Council raised eight principal contentions in the appeal proceedings, which are summarised below.

1. **No clause 4.6 request.** The development exceeded the maximum floor space ratio standard and the Applicant did not submit an application under clause 4.6 of the Liverpool Local Environmental Plan to contravene development standards.
2. **Site suitability.** The site was not suitable for the development, as it could not be safely accessed.
3. **Traffic impact.** The development would have an adverse impact on traffic safety and efficiency along Niland Way.
4. **Bulk, scale and character.** The bulk and scale of the proposed development was not compatible with the character of the locality.
5. **Overshadowing.** The bulk and scale of the proposed development would have resulted in overshadowing of 12 Niland Way.
6. **Childcare requirements.** Council identified inconsistencies with State Environmental Planning Policy (Transport and Infrastructure) 2021 (T&I SEPP), the Education and Care Services National Regulation and the Child Care Planning Guidelines.
7. **Development Control Plan requirements.** Council identified inconsistencies with the objectives and provisions of the Liverpool Development Control Plan 2008 (LDCP).
8. **Public Interest.** Council argued that the development application was contrary to the public interest because of contentions 1 to 7.

## **3. Conciliation conference**

On 7 May 2024, the parties participated in a conciliation conference pursuant to section 34 of the Land and Environment Court Act 1979. The parties could not reach agreement with respect to the development application and the conciliation conference was adjourned, then subsequently terminated on 5 July 2025.

## **4. Expert evidence**

The parties nominated their respective expert witnesses under Rule 31.19, 31.20 and 31.24 of the Uniform Civil Procedure Rules 2005 (UCPR) in the following fields to deal with and prepare a Joint Expert Report in relation to each respective contention:

1. Town planning expert to deal with contentions 1, 5, 6 and 7,
2. Urban design expert to deal with contention 4, and
3. Traffic engineer to deal with contentions 2, 3 and 6.

In circumstances where the parties' experts agree on issues that are in dispute, they have an overriding duty to assist the Court in achieving the just, quick and cheap resolution of the proceedings.

Rule 31.23 of the UCPR notes that an Expert Witness must comply with the code of conduct set out in Schedule 7. Schedule 7 notes that "An expert witness is not an advocate for a party and has a paramount duty, overriding any duty to the party to the proceedings or other person



retaining the expert witness, to assist the court impartially on matters relevant to the area of expertise of the witness.”

## **5. Hearing**

The proceedings were listed for a two-day hearing on 10 and 11 April 2025. The hearing began on site and continued in the Land and Environment Court.

Council received 46 objector submissions during the notification period for the development application, with 8 objectors expressing an interest in addressing the Commissioner. On 10 April 2025, the Court heard from 6 of the objectors.

A resident objector has no legal entitlement to participate in a development appeal. However, the Court has the power under section 38 of the Land & Environment Act 1979 to inform itself on any matter in such a manner as it thinks appropriate and can therefore hear residents’ concerns. It does so as a matter of practice.

The Court’s practice allows for a maximum of 6 resident objectors to address the Commissioner at the hearing. As Council is restricted to 6 objectors, priority was given to the objectors that had made a personal submission and advised Council that they would like to attend and address the Commissioner on their concerns.

Council’s experts, after discussion with the Applicant’s experts during their Joint Expert Reporting and at the hearing, resolved all issues in dispute. The resolution was achieved by:

- the Applicant submitting amended plans, and
- the imposition of conditions of consent that the Applicant accepted.

In relation to each of the contentions that Council had raised:

### ***No clause 4.6 request***

Applicant submitted amended documentation which illustrated that the Gross Floor Area (GFA) complied with maximum prescribed Floor Space Ratio (FSR) under the Liverpool Local Environmental Plan 2008 (LLEP).

### ***Site suitability***

The amended documentation provided during the hearing demonstrated the site was suitable in terms of compliance under the T&I SEPP, LLEP and the LDCP. There were no legislative requirements pursuant to which the development could be refused.

The amended DA and conditions provide for a footpath allowing for safe pedestrian access to the site and surrounding local area. The provision of the footpath satisfies the requirements of consideration C3 of the NSW Child Care Planning Guideline 2021.

***Traffic impact***

The amended DA strictly enforces the requirement for all vehicles to enter and exit the site through a left in, left out procedure ensuring that two way traffic flow on Niland Way is limited. The amended DA Conflict Analysis demonstrated a 2.16% chance of there being 2 vehicles travelling along Niland Way in opposite directions at the same time whilst vehicles are entering/exiting the childcare center during the AM and PM peak period based on the existing traffic flows.

***Bulk, scale and character***

The amended architectural plans demonstrated that the proposed development would exhibit the typology of a two-storey dwelling, consistent with the existing character of the street. The amended documentation reduced the exceeding floor plate to comply with the required development standards under the LLEP, and therefore the perceived bulk, scale and character contention was resolved.

Additional landscaping is to be provided within the front setback to reduce the perceived bulky dominance the proposed development may have on the public domain.

***Overshadowing***

This issue was resolved along with the changes to bulk, scale and character.

***Childcare requirements***

The proposed development is a centre-based childcare facility under section 3.3 of State Environmental Planning Policy (Transport and Infrastructure) 2021. The amended development complies with the following standards set by sections 3.25 and 3.26 of the T&I SEPP:

- maximum floor space ratio of 0.5:1 for centre based childcare facility development in the R2 Zone,
- location relative to another early education and care facility,
- indoor and outdoor unencumbered space and indoor and outdoor unencumbered space under the Children (Education and Care Services) Supplementary Provisions Regulation 2012,
- site area and site dimensions, and
- colour of building materials or shade structures.



The amended development complied with the requirements of regulations 107 and 108 of the Education and Care Services National Regulation as set out in the following table.

<b>Element</b>	<b>Standard</b>	<b>Proposal</b>	<b>Compliance</b>
Unencumbered indoor space	3.25m <sup>2</sup> per child Total 149.5m <sup>2</sup> required for 46 children	156.0m <sup>2</sup>	Achieved
Unencumbered outdoor space	7m <sup>2</sup> per child Total 322.0m <sup>2</sup> required for 46 children	331.0m <sup>2</sup>	Achieved

***DCP requirements***

In relation to parking, the proposed development provides the number of car parking spaces required by the Liverpool Development Control Plan 2008 (LDCP) and s 4.15(3A)(a) precludes the Court, in exercising the functions of the consent authority, from requiring more onerous standards than those stipulated by the LDCP.

**4. Jurisdictional prerequisites**

The following jurisdictional prerequisites and non jurisdictional issues were also met or taken into consideration:

1. State Environmental Planning Policy (Transport and Infrastructure) 2021 requirements for centre-based childcare facilities are met, as set out above.
2. Requirements for indoor and outdoor unencumbered space in regulations 107 and 108 of the Education and Care Services National Regulation are met, as set out above.
3. State Environmental Planning Policy (Resilience and Hazard) 2021
  - (a) Section 4.6(1) provides that a consent authority must not consent to the carrying out of development unless:
    - i. It has considered whether the land is contaminated, and
    - ii. If the land is contaminated, it is satisfied that the land is suitable in its contaminated state (or will be suitable, after remediation) for the purpose for which the development proposed to be carried out, and
    - iii. If the land requires remediation to be made suitable for the purpose for which the development is proposed to be carried out, it is satisfied that the land will be remediated before the land is used for that purpose.

- (b) A detailed site investigation was provided with the development application, with the report concluding that “*following the implementation of the recommendation and with due regard for the statement of limitations the site is suitable for its intended land use as a childcare facility*”. The report provides recommendation concerning the method of disposal of material and the quality of material imported to the site and conditions have been imposed.
- 4. State Environmental Planning Policy (Biodiversity and Conservation) 2021
  - (a) Chapter 6 applies as the site is within the Georges River Catchment area.
  - (b) The development application is acceptable having regard to the following:
    - i. Subject to the installation and maintenance of sediment controls during building works, the development will have a neutral effect on the quality of water entering a waterway.
    - ii. The development will not have an adverse impact on water flow in a natural waterbody.
    - iii. There will be no discernible increase to stormwater runoff that would adversely affect downstream land.
    - iv. The development does not incorporate on-site stormwater retention, infiltration or reuse.
    - v. The development will have no impact on the level and quality of the water table.
    - vi. The development makes adequate provision to protect the quality and quantity of groundwater. It is noted that condition 29 requires the stormwater pretreatment to be incorporated in the management system in compliance with Council’s Development Control Plan.
- 5. Liverpool Local Environmental Plan:
  - (a) The subject site is zoned R2 Low Density Residential and Centre-based childcare facilities are permitted with consent in the zone.
  - (b) The R2 zone objectives are matters for consideration, not jurisdictional preconditions to the exercise of power: *Al Maha Pty Ltd v Huajun Investments Pty Ltd [2018] NSWCA 245 [217]*. They do not fall for consideration by the Court under section 34 of the Land and Environment Court Act 1979. Notwithstanding the parties agree that the development is consistent with all relevant objectives.
  - (c) Clause 4.4 provides for a maximum building height of 8.5 metres for the subject site. The development application proposed a building height below the maximum height limit.
  - (d) Clause 4.4 provides a maximum floor space ratio of 0.5:1 for the subject property. The proposed development complies with this development standard.

**5. Concerns of residents**

The concerns expressed by residents were addressed as follows:

- (a) Access to the site will be left in, left out only which is subject to approval from Council's Traffic Committee.
- (b) The existing median strip is to be relocated to prevent a right-hand turn into and out of the site.
- (c) No street parking is permitted with any failure to comply subject to the three-strike policy and the child will be disenrolled from the centre.
- (d) Conditions requiring the Applicant to provide a pathway along Niland Way from the site to the southern intersection of Niland Way and Mackellar Street, this will facilitate safe pedestrian access to the site without the need to use the road.
- (e) The development provides a surplus of car parking spaces within the property boundary to alleviate the need for visitors to park on Niland Way.
- (f) The development satisfied the setback control under the LDCP and the parties experts agree that the amended plans (particularly the provision of greater landscaping) address Council concerns in relation to character.
- (g) The noise generated from the centre will comply with the accepted best practice acoustic criteria with the installation of an acoustic barrier along the boundaries of the site.
- (h) There will be a limit on outdoor play with two (2) hours in the morning and two (2) hours in the afternoon.
- (i) Greater planting is provided to provide further visual screening.
- (j) The shadow diagrams and modelling identify the southern neighbour living area, dining, kitchen windows will receive more than three (3) hours of direct sunlight at the winter solstice which exceeds the DCP controls.

**6. Finalisation of proceedings**

Given the parties' experts agreed and that all jurisdictional prerequisites had been met, the Court had the power to uphold the appeal and grant development consent subject to the conditions of development consent contained within Annexure A of the Judgement. All conditions imposed were for a planning purpose, reasonably related to the proposed development and were conditions that a reasonable consent authority would issue in the circumstances. Accordingly, following advice from its external Counsel, Council agreed that the proceedings could be finalised by way of a section 34 agreement subject to the Conditions of Consent.

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**FINANCIAL IMPLICATIONS**

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There are no financial implications relating to this recommendation.

**CONSIDERATIONS**

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<b>Economic</b>	Facilitate economic development.
<b>Environment</b>	Environmental matters were considered as required under the Environmental Planning and Assessment Act 1979.
<b>Social</b>	Support access and services for people with a disability. Deliver high quality services for children and their families. Social matters were considered as required under the Environmental Planning and Assessment Act 1979.
<b>Civic Leadership</b>	Operate a well-developed governance system that demonstrates accountability, transparency and ethical conduct.
<b>Legislative</b>	Environmental Planning and Assessment Act 1979 Land and Environment Court Act 1979
<b>Risk</b>	The risk is deemed to be Low.

**ATTACHMENTS**

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Nil

**ITEM 05**

**Interim Finance Report - June 2025**

<b>Strategic Objective</b>	Visionary, Leading, Responsible Ensure Council is accountable and financially sustainable through the strategic management of assets and resources
<b>File Ref</b>	195372.2025
<b>Report By</b>	Vishwa Nadan - Chief Financial Officer
<b>Approved By</b>	Farooq Portelli - Director Corporate Support

**EXECUTIVE SUMMARY**

The report provides an update on Council's 2024-25 budget performance.

The financial year has ended and year-end adjustments that will impact on the final reported numbers are currently being made. The interim unaudited results for the financial year will be reported at the August Governance Committee Meeting.

At this stage, the Governance Committee members are invited to note that the 2024/25 net cost of services (NCOS) position is now estimated at a deficit of \$13.3 million. This estimate is based on the Q3 budget review (\$9.6m deficit) and adjusted for a \$3.7 million decrease in expected financial assistance grant.

The status of risk items that were previously identified are included in this report

At 30 June 2025, outstanding rates and annual charges was \$15 million (7.48%), reflecting a \$600k decrease from \$15.6 million (8.47%) last year.

Canterbury Bankstown Council has also paid \$2.8m (plus \$150k in lost interest) that they owed Council on Voyager Bridge matter.

**RECOMMENDATION**

That the Governance Committee receives and notes the report.

## **REPORT**

### **Budget Performance**

The financial year has ended and year-end adjustments that will impact on the final reported numbers are currently being made. The interim unaudited results will be reported at the August Governance Committee Meeting.

At this stage, the Governance Committee members are invited to note that the 2024/25 net cost of services (NCOS) position is now estimated at a deficit of \$13.3 million. This estimate is based on the Q3 budget projected result (\$9.6m deficit) and adjusted for a \$3.7 million decrease in expected financial assistance grant. In essence, 50% of the FAG grant was received in advance this financial year compared to the estimated 85% in advance that was budgeted for consistent with actual receipts in advance last year.

A summary of the quarterly estimated budget results for the financial year ended 30 June 2025 is provided below:

	Original Budget	Q1 Budget Review	Q2 Budget Review	Q3 Budget Review	Q3 adjusted for FAG
Total Income	\$417.4m	\$421.0m	\$393.4m	\$373.5m	\$369.8m
<b>Less:</b> Capital Grants & Contributions	(\$133.6m)	(\$137.4m)	(\$124.6m)	(\$102.2m)	(\$102.2m)
Operating Income	\$283.8m	\$283.6m	\$268.8m	\$271.3m	\$267.6m
Operating expenditure	\$281.2m	\$287.8m	\$274.7m	\$280.9m	\$280.9m
Net Cost of Service before capital grants & contributions (Surplus/ (Deficit)	\$2.6m	(\$4.2m)	(\$5.9m)	(\$9.6m)	(\$13.3)

### **Bank Financial Covenant undertakings**

Based on current estimates, Council will achieve all of its financial loan covenant undertakings with the banks for financial year 2024/25.

A summary of the relevant performance indicators with comparative results are provided in the table below:

	Benchmark Ratio	Actual 30 June 2024	Estimated 30 June 2025
Debt Service Cover Ratio	1.5x	1.8x	1.75x
Interest Cover Ratio	3 months	6.6 months	4.96 months
Unrestricted Cash Expense Ratio	2 months	0.5 months	3.01 months

## Risks

The status of budget risks identified previously are as follows:

Risk	Budget Impact	Cash Impact	Mitigation Strategy	Risk Rating
1. Built Development do not exercise its call option and commence works adjacent to Liverpool Civic Place by 30 June 2025.	\$0	-\$7.3m	Council worked closely with Built Development to ensure timely completion of actions precedent that will enable the exercise of the call option and payment of rights fees. Issues raised by the Land Registry Services could not be resolved by 30 June 2025.	N/A
2. Sale of land to Moorebank Sports Club.	-\$2.6m	-\$8.0m	Transaction was completed.	N/A
3. Net Loss from Disposal of Assets – As part of the road renewal process, a portion of the road surface is scrapped off and then replaced. The replacement cost is capitalised, however, there is a written down value attached to the portion removed. The cost of write-off depends on the condition of the road at time of renewal and depth of surface removed. Budget includes a provision of \$2.5 million, however, the actual cost to June 2025 is not known.	-\$500k - \$1m	-	Council is continually reviewing and assessing the extent of road replacement and subsequent effect on write-offs.	Moderate

4. FAG Operating Grant – The NSW Grants Commission paid 85% of estimated financial assistance grant for FY 2024/25 in advance. Grants Commission could change its policy position to advance payment for FY 2025/26.	-\$3.7m	-\$3.7m	Commonwealth Treasury only approved 50% advance payment to all Council's in Australia. This is only a timing difference and will represent a favorable variation in the new financial year.	N/A
5. Capital gain on FRN's and TCorp investment is subject to market conditions. The projected marked to market gain at 30 June 2025 could be lower than projected.	+\$1m	-	Q3 Revised budget included \$950k capital gain on FRN's. As this is market driven, a budget risk of \$500k was identified. The market moved positively to \$2m, giving an upside budget variation of \$1m. This has not been included in project NCOS.	N/A

### **Outstanding Rates & Major Debtors**

Total rates outstanding was \$15 million (\$4.9m from previous years and \$10.1m for current year). Council is expected to achieve an outstanding rates and annual charges rate of 7.48% as compared to OLG benchmark of 5% at 30 June 2025.

### **ATTACHMENTS**

Nil



**ITEM 06**

**Draft Disaster Relief Policy**

<b>Strategic Objective</b>	Visionary, Leading, Responsible Ensure Council is accountable and financially sustainable through the strategic management of assets and resources
<b>File Ref</b>	194585.2025
<b>Report By</b>	Craig Lambeth - Manager Community Recreation
<b>Approved By</b>	Tina Bono - Director Community & Lifestyle

**EXECUTIVE SUMMARY**

Historically, Council has made donations to humanitarian causes across the globe, often in response to natural and/or humanitarian crises. These donations are generally made on an ad-hoc basis through a Mayoral Minute or Notice of Motion, without a supporting policy framework.

To better manage these donations and ensure transparency in the process of identifying and supporting humanitarian efforts, a draft Disaster Relief Policy (the Policy) has been developed.

The Policy provides a framework under which financial donations can be made to help address the needs of those affected by major disasters/humanitarian crises within Australia or overseas.

This report recommends Council endorse the draft Disaster Relief Policy.

**RECOMMENDATION**

That the Governance Committee:

1. Endorse the draft Disaster Relief Policy;
2. Direct the CEO to place the draft Disaster Relief Policy on public exhibition for a period of 28 days; and
3. Receive a further report on the outcome of the public exhibition process.

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**REPORT**

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**Background**

Historically, Council has made donations to humanitarian causes across the globe, often in response to natural and/or humanitarian crises. These donations are generally made on an ad-hoc basis through a Mayoral Minute or Notice of Motion, without a supporting policy framework.

At its meeting on 23 April 2025, Council resolved to:

1. *Inform the community of all similar overseas donations made previously and the circumstances they were made; and*
2. *Direct the CEO for a workshop to consider a Donations Policy.*

Council received a report which outlined similar donations made previously at its May 2025 meeting.

A similar policy was drafted in 2019 and brought to the Council of the time for consideration. However, the policy was not endorsed at that time and donations continued to be made on an ad hoc basis.

**Draft Disaster Relief Policy**

To better manage these donations and ensure transparency in the process of identifying and supporting humanitarian efforts, a draft Disaster Relief Policy (the Policy) has been developed.

The Policy provides a framework under which financial donations can be made to help address the needs of those affected by major disasters/humanitarian crises within Australia or overseas.

The Policy outlines the key considerations for Council when donating to humanitarian causes, including:

- The circumstances in which donations will be provided;
- Eligibility and exclusions;
- Timeframe for donations;
- Donation amounts and a funding source (General Reserve);
- Assessment criteria;
- Ethical framework; and
- Conflicts of interest.

**Conclusion**

Liverpool is an incredibly diverse LGA. Making donations to global humanitarian efforts acknowledges the local impact of global humanitarian crises to residents and their families abroad.

By establishing a Disaster Relief Policy, Council can ensure greater transparency and accountability when making charitable donations to global humanitarian causes. The Policy provides a clear set of guidelines for the nature and circumstances under which a donation can be made and highlights Council's efforts to efficiently and effectively provide financial support to disasters and crises around the world.

## **FINANCIAL IMPLICATIONS**

Costs associated with this recommendation are outside of Council's current budget and long-term financial plan. The impact on the budget and long-term financial plan is unclear as this would be variable based on the number of donations made in any one financial year.

## **CONSIDERATIONS**

<b>Economic</b>	Funds for donations made under the Disaster Relief Policy will be drawn from Council's General Reserve at the time of the donation
<b>Environment</b>	There are no environmental and sustainability considerations.
<b>Social</b>	Promote community harmony and address discrimination.
<b>Civic Leadership</b>	Undertake communication practices with the community and stakeholders across a range of media. Foster neighbourhood pride and a sense of responsibility. Encourage the community to engage in Council initiatives and actions. Provide information about Council's services, roles and decision making processes. Operate a well-developed governance system that demonstrates accountability, transparency and ethical conduct.
<b>Legislative</b>	Local Government Act – Section 356
<b>Risk</b>	The risk is deemed to be Low. There is a risk that developing this Policy will have a detrimental impact on Council's reputation amongst community members, considering the ongoing negative community sentiment related to recent donations.

## **ATTACHMENTS**

1. Draft Disaster Relief Policy 2025



## DISASTER RELIEF POLICY

Adopted: xxxx

TRIM: 162625.2025



## DISASTER RELIEF POLICY

### 1. LEGISLATIVE REQUIREMENTS

*Local Government Act 1993, Section 356 - Can a council financially assist others?*

### 2. OBJECTIVE

- 2.1 To provide direction to Council on the provision of financial or in-kind donations to help address the needs of those affected by major disasters/humanitarian crises within Australia or overseas.
- 2.2 To send an important message of solidarity and goodwill from the City of Liverpool to those affected, by increasing the total overall aid effort.

### 3. DEFINITIONS

**ACFID:** Australian Council for International Development, the peak body for Australian non-government organisations (NGOs) involved in international development and humanitarian action.

**AusAID:** Australian Agency for International Development, the Australian Government agency which manages Australia's overseas aid program.

**Disaster:** A disaster is an event that significantly affects lives and livelihoods. It carries the risk, or actual experience, of injury and loss of life or the significant damage of property essential to people's basic daily life.

**Donation:** A contribution that may be financial or in-kind support.

### 4. POLICY STATEMENT

#### 4.1 Disaster relief donations can contribute to the following outcomes:

- a) Timely and effective relief provided to assist people affected by disaster;
- b) Contribute to the total overall aid effort made by governments and community;
- c) Demonstrates the Liverpool community's generosity and willingness to support others in difficult situations; and
- d) Provides opportunity to assist with building community capacity and improving social well-being following the initial crises.

#### 4.2 Donations will be provided in the following instances:

- a) Donations for relief in areas affected by disaster, locally, nationally and internationally;
- b) Disasters/crises that have a direct impact on our immediate region and community;
- c) Donations made to areas affected by disaster, of which there are large populations of people that originate from this area living in Liverpool; and
- d) In-kind donations for disasters that have occurred in NSW and may include time, personal or organisational expertise, advice or other organisational resources.

#### 4.3 Donation eligibility and exclusions:

To be eligible for donations the following criteria applies:

- a) The disaster must be recognised by the State and Federal governments; and

## DISASTER RELIEF POLICY

- b) The donation must be made to government or aid agencies accredited by the Australian Agency for International Development (AusAID) or the Australian Council for International Development (ACFID) or an equivalent accrediting agency.

### 4.4 The following exclusions apply:

- a) The donation of material aid such as food, furniture, clothing, medical supplies or other goods. These goods may be impractical or inappropriate to the culture or climate and may not meet the priority needs of those affected; and
- b) Donations to individuals or unincorporated community groups.

### 4.5 Timeframe for donations

Donations will occur by Council resolution within the immediate stages following the disaster to assist with rescue efforts and minimise human loss.

### 4.6 Donation amounts

Donation amounts will be determined by a Council resolution on a case-by-case basis. Funds for these donations will be drawn from Council's General Reserve.

### 4.7 Assessment criteria

Following immediate occurrence of a natural disaster or humanitarian crisis, the Mayor and Chief Executive Officer will determine whether the event meets the criteria for this program. Where it is determined that the nature of event meets the criteria, a discussion item will be brought before the next Council meeting for consideration. The following criteria will be used to assess a potential donation under this program:

- Scale of the disaster;
- Capacity of other government agencies/organisations to respond to the disaster;
- Need for ongoing support, that is, rebuilding disaster-stricken areas once the initial crisis has been dealt with;
- Impact of any such crisis on our immediate region and community; and
- Connection of affected areas to the cultural origin of residents of Liverpool.

### 4.8 Ethical Framework

Council will not support activities or entities that:

- Pollute land, air or water;
- Destroy or waste non-recurring resources;
- Market or promote products or services in a misleading or deceitful manner;
- Produce, promote or distribute products or services likely to be harmful to the community;
- Acquire land or commodities primarily for speculative gain;
- Create, encourage or perpetuate militarism or engage in the manufacture of armaments;
- Entice people into financial over-commitment;

**DISASTER RELIEF POLICY**

- Exploit people through the payment of below award wages or poor working conditions;
- Discriminate by way of race, religion or sex in employment, marketing or advertising practices; and/or
- Contribute to the inhibition of human rights.

**5. Conflicts of interest**

In accordance with Council's Code of Conduct and Ethical Governance: Conflicts of Interest Policy, Councillors need to ensure that any affiliation between them and the agency receiving the donation is appropriately managed when determining disaster relief donations.

**6. Minor amendments**

Council's CEO has delegated authority to approve minor amendments to this policy. Minor amendments include:

- Changes to the format or TRIM number of the document;
- References to amendments in legislation and new Council policies; and
- Correction of errors or typographical and stylistic amendments.

**AUTHORISED BY**

Council resolution

**EFFECTIVE FROM**

XX XXXX 2025

**DEPARTMENT RESPONSIBLE**

Recreation and Community Outcomes and Civic and Executive Services, Community and Lifestyles

**REVIEW DATE**

The policy will be reviewed every two years.

VERSION	AMENDED BY	DATE	TRIM NUMBER
1	Council resolution	XX XXXX 2025	162625.2025

**THIS POLICY WAS DEVELOPED AFTER CONSULTATION WITH**

Community and Lifestyles, Recreation and Community Outcomes  
Corporate Support (Legal Services and Governance)  
Office of Local Government NSW

**REFERENCES**

Liverpool City Council: Code of Conduct Policy and Procedures  
Liverpool City Council: Social Justice Policy  
Liverpool City Council: Ethical Governance: Conflicts of Interest Policy

**ITEM 07****Policy Review - Civic Awards Policy**

<b>Strategic Objective</b>	Visionary, Leading, Responsible Demonstrate a high standard of transparency and accountability through a comprehensive governance framework
<b>File Ref</b>	219129.2025
<b>Report By</b>	M'Leigh Brunetta - Manager Civic & Executive Services
<b>Approved By</b>	Tina Bono - Director Community & Lifestyle

**EXECUTIVE SUMMARY**

The Civic Awards Policy provides an overview of Liverpool's Civic Awards program including the Order of Liverpool Awards and the Australia Day Awards. The purpose of this policy is to define how the awards are administered, selection of award recipients, and the role of the Committee.

At the Governance Meeting dated 15 April 2025, the draft Civic Awards Policy was tabled. Feedback was received to:

- Name the awards 'Order of Liverpool' and 'Australia Day Awards';
- Clarify Australia Day Awards to be presented on Australia Day, and only under exceptional circumstances can be held on another day, Eg. To attract prominent figure or dignitaries to elevate the event or guest experience; and
- Ensure the Marketing approach and campaign for the Australia Day Awards clearly connected to the Liverpool Australia Day program and celebrated Australia's national day.

Council placed the draft Policy on Public Exhibition as well as conducted extensive consultation with the Civic Advisory Committee in the development of this Policy. Feedback was received, considered and applied where appropriate. All feedback from community members has been responded to directly and provided feedback for each item.

**RECOMMENDATION**

That the Governance Committee:

1. Notes, the public notice period and feedback applied; and
2. Endorse the Civic Awards Policy.



**REPORT**

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The Civic Awards Policy provides an overview of Liverpool's Civic Awards program including the Order of Liverpool Awards and the Australia Day Awards. The purpose of this policy is to define how the awards are administered, selection of award recipients, and the role of the Committee.

At the Governance Meeting dated 15 April 2025, the draft Civic Awards Policy was tabled. Feedback was received to:

- Name the awards 'Order of Liverpool' and 'Australia Day Awards';
- Clarify Australia Day Awards to be presented on Australia Day, and only under exceptional circumstances can be held on another day, E.g. To attract prominent figure or dignitaries to elevate the event or guest experience; and
- Ensure the Marketing approach and campaign for the Australia Day Awards clearly connected to the Liverpool Australia Day program and celebrated Australia's national day.

The Liverpool Civic Awards are Council's prestigious annual awards program that recognise the outstanding contribution of citizens and groups to the Liverpool local government area.

The Civic Awards include the Order of Liverpool Awards and the Australia Day Awards.

The Order of Liverpool Awards were first established to acknowledge the work and tribute of the founders and pioneers of the City of Liverpool. They are presented on, or around the 7 November, Liverpool's foundation date. Liverpool was founded by Governor Lachlan Macquarie in 1810.

The Australia Day Awards recognise the high achievement and contribution of eminent Australians and leading citizens. They are part of Council's broader Australia Day program, with awards to be presented on or around Australia Day each year. It is intended that they have a direct connection to Australian's national day and highlight the outstanding achievement and excellence in the community and importance of service to the Australian nation.

**High level summary of proposed changes.**

	<b>CURRENT</b>	<b>PROPOSED</b>	<b>RATIONALE</b>
1	Policy speaks to Australia Day Awards, then Order of Liverpool Awards	Elevate Award program to be called 'Liverpool Awards' as a 12 month marketing campaign and include Australia Day Awards and Order of Liverpool Awards	Elevate Awards program to create brand awareness. Consolidate budgets and promote 12 months in year
2	Australia Day Awards categories (x12) Citizen of the Year Young Citizen of the Year Fraser Environment Award Sports Award Macquarie Award Health Award Senior Citizen Award Small Business Award Cultural and Arts Awards	Australia Day Awards (x4) Young Citizen of the Year: 16 – 30 years Citizen of the Year: 31 – 64 years Senior Citizen of the Year: 65 years and over Community Group Award Option for 2 x highly commended awards	Several categories do not receive nominations each year. Awards are duplicated by other parts of Council. Consolidation will make the categories more competitive and elevate community stories that can be highlight throughout the year
3	Order of Liverpool categories (x3) 5 years' service for consideration for a Member of the Order of Liverpool Award; 10 years' service for consideration for an Officer of the Order of Liverpool Award; and 15 years' service for consideration for a Companion of the Order of Liverpool Award	Include all existing categories with no changes, and formally include additional category (x4)  Honorary Member of the Order of Liverpool. 10, 15 years. Non resident or non ratepayer.	Formalise category. Specify years as currently not detailed
4	Timing of Awards advertising currently 2-3 months	Amend advertising to be 12 months of year	Increase nominations availability
5	Civic Event listing and descriptions	Remove as unrelated to 'Civic Awards' program	Do not comply with policy guidelines
6	Community Feedback	Order of Liverpool to be held on 7 November or a suitable date	Ensure link to Liverpool Foundation Day
7	Community Feedback	Citizen of the Year to be invited to appropriate Civic occasions	Ensure opportunities to elevate awards and community engagement

8	Community Feedback	Australia Day Awards to retain direct link to 'Australia Day'	Revert Australia Day Awards to be 'Australia Day' Awards
9	Recognise the late Councillor Peter Fraser in the Australia Day Awards program that was previously recognised as the Environment Award by Council resolution	The Australia Day Community Group award is to dedicated in honour of the late Councillor Peter Fraser  Written specifically into policy with link to history	Ensure civic history is respected and maintained, and previous Council resolution is applied with consistency

## **FINANCIAL IMPLICATIONS**

There are no financial implications relating to this recommendation.

## **CONSIDERATIONS**

<b>Economic</b>	There are no economic and financial considerations.
<b>Environment</b>	There are no environmental and sustainability considerations.
<b>Social</b>	Support community organisations, groups and volunteers to deliver coordinated services to the community.  Promote community harmony and address discrimination.
<b>Civic Leadership</b>	Foster neighbourhood pride and a sense of responsibility. Facilitate the development of community leaders. Encourage the community to engage in Council initiatives and actions. Operate a well-developed governance system that demonstrates accountability, transparency and ethical conduct.
<b>Legislative</b>	There are no legislative considerations relating to this report.
<b>Risk</b>	The risk is deemed to be Low.

## **ATTACHMENTS**

1. Draft Civic Awards Policy



## CIVIC AWARDS POLICY

Adopted: XX 2025

TRIM: 107740.2021



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## CIVIC AWARDS POLICY

**DIRECTORATE:** Community & Lifestyle

**BUSINESS UNIT:** Civic & Executive Services

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### 1. PURPOSE / OBJECTIVES

To provide an overview of Liverpool's Civic Awards program including the Order of Liverpool Awards and the Australia Day Awards. The purpose of this policy is to define how the awards are administered, selection of award recipients, and the role of the Committee.

### 2. DEFINITIONS

- "Act" means the *Local Government Act 1993*
- "CEO" means Council's Chief Executive Officer
- "Council" means the Liverpool City Council
- "LGA: means Local Government Area
- "Member" means a member of the Committee
- "Policy" means the Civic Awards Policy

### 3. POLICY STATEMENT

This policy has been created to ensure sound governance, administration and selection of the Liverpool Awards.

It applies to Councillors and Liverpool City (Council) employees, members of Council Committees and Liverpool local government area (LGA) residents and our broader communities.

### 4. LIVERPOOL CIVIC AWARDS

The Liverpool Civic Awards are Council's prestigious annual awards program that recognise the outstanding contribution of citizens and groups to the Liverpool local government area.

The Civic Awards are open and promoted all year round, under the marketing campaign 'Liverpool Civic Awards' to elevate the program profile and brand, achieve broader engagement and reach, and achieve higher return on investment.

The Civic Awards include the following Council award programs

- a) **Order of Liverpool Awards**
- b) **Australia Day Awards**

The Committee's role is to formally assess nominations and the selections of award recipients of the Civic Awards.

## 5. ORDER OF LIVERPOOL AWARDS

### 5.1 Background

The Order of Liverpool Awards were first established, as the Liverpool 'Heritage Awards' and acknowledged the work and tribute of the founders and pioneers of the City of Liverpool.

On 6 February 1979, a Mayoral Report called for a Special Meeting to be held on 15 May 1979, which resolved the purpose and award criteria, and recipients be organised into a formal Order to be known as 'The Order of Liverpool'.

An insignia (membership emblem) was developed, with the design being derived from the City of Liverpool Coat of Arms, being the winged ox (or bull) symbol of St. Luke and the crosslet of Governor Macquarie.

This insignia has reference to:

- a) The Liverpool founding by Governor Macquarie;
- b) St. Luke's Anglican Church (located in Liverpool), designed by Francis Greenway which opened in 1819, and is the oldest existing Anglican church in Australia;
- c) City landmark and sculpture in the grounds of St. Luke's Anglican Church.
- d) The crosslet from the crest of our City and the arms of Governor Macquarie, representing our founding and historic heritage.

The awards are now known as the Order of Liverpool Awards and presented on, or around the 7 November, Liverpool's foundation date. Liverpool was founded by Governor Lachlan Macquarie in 1810.

### 5.2 Purpose

The Order of Liverpool Awards recognise the distinguished years of work or voluntary service that have enhanced the quality of life in the Liverpool local government area.

### 5.3 Award Categories

The categories are:

Membership	Abbreviation	Years of service	Criteria
Member of the Order of Liverpool	(MLO)	5 years	Resident or rate payer
Officer of the Order of Liverpool	(OLO)	10 years	
Companion of the Order of Liverpool	(CLO)	15 years	
Honorary Member of the Order of Liverpool	(HLO)	15 years	Non resident or rate payer

## 5.4 Eligibility

Nominees must be a

- a) Resident or ratepayer of the Liverpool local government area who has achieved the required years of service for a Member, Officer or Companion of the Order of Liverpool.
- b) A non resident or rate payer, who has contributed to the Liverpool local government area who has achieved the required years of service for an Honorary Member of the Order of Liverpool.

Nomination must detail the

- Voluntary community service contribution
- Involvement and commitment to the Liverpool community
- Outstanding achievements
- Evidence of contribution and/or service

Nominee's contributions to the Liverpool LGA must be predominantly voluntary and not solely as a result of paid employment. They must meet the category minimum years of service required.

Nominations must be submitted on Council's nomination form with all mandatory information required.

Posthumous awards will be considered providing the date of the nominee's death occurred within the 12 months following the previous closing date of the Awards.

Award recipients can only receive one award each year, that should align with the years of service achieved.

## 5.5 Timeline

Month	
Annual	The program is open and promoted all year round in Council publications.
September	Compile for assessment. Nominations will continue to remain open and received for the following period. Once nominations are batched for assessment no late nominations will be included.
October	Committee assessment against eligibility criteria and award recipients' recommendation. Final review and approval by Liverpool CEO (operational matter not required to go to Council).
November	<p>Award presentation on, or around Liverpool's foundation date 7 November.</p> <p>The presentation should be made by the Mayor of Liverpool (or delegate) and could be done in alignment with another Council activity or event to achieve maximum media exposure or increase guest experience. Each year the delivery model can change to leverage available opportunities to elevate the award program/event.</p>

## **6. AUSTRALIA DAY AWARDS**

### **6.1 Background**

Each year, the National Australia Day Council delivers the Australian of the Year Awards, recognising the high achievement and contribution of eminent Australians and leading citizens.

The local Australia Day Awards are administered by local government authorities throughout the country, and support is provided by the Australia Day Council of New South Wales through the provision of certificates for presentation and a delivery outline. Council has participated in the Australia Day Awards program since their inception as they provide the opportunity to recognise and honor outstanding achievement and excellence in the local community and highlight the importance of service to the Australian nation.

The Liverpool Australia Day Awards are part of Council's broader Australia Day program, with awards to be presented on or around Australia Day each year. It is intended that they have a direct connection to Australian's national day.

The Mayor (or delegate) is delegated to make the award presentations to the recipients. The Mayor on occasion may approve or invite other delegates to join them to assist with the presentation of awards.

In 1988, Council recognised former Liverpool City Council Councillor the late Peter Fraser commitment to environmental conservation by creating 'The Fraser Environment Award' in his honour. Mr Fraser had a passion for environmental conservation which was at the heart of his tireless community activism. The award was presented each year at part of the awards program. In 2025, Council dedicated the Community Group Award category to Mr Fraser to honour Liverpool's civic history and continue to highlight the work achieved and importance of environment and activism for community outcomes.

### **6.2 Purpose**

To recognise outstanding contributions by local citizens and community group/s contribution who have made an outstanding contribution to the community.

### **6.3 Role of the Australia Day Award recipients**

The Australia Day Award recipients will be encouraged to be involved in a number of Council initiatives such as:

- Council's civic and community functions and events
- Other Council programs and activities as appropriate

Any involvement in Council initiatives is in a voluntary basis and remuneration will not be made.



#### 6.4 Awards Categories

There are two award categories (Citizen of the Year and Community Group Award) with a total of four (4) awards. They are:

##### **Citizen of the Year**

A person who has made a noteworthy contribution in one of three subcategory age groups that are:

- Young Citizen of the Year: 16 – 30 years
- Citizen of the Year: 31 – 64 years
- Senior Citizen of the Year: 65 years and over

*Note: the age of the nominee must fall into the applicable category as of 26 January of the ceremony year. Selection of award recipients will take into consideration activities in the year prior to January of the ceremony year, in addition to past and future activities.*

##### **Community Group Award in honour of Peter Fraser**

A local group or organisation, which has provided an outstanding contribution to the Liverpool community. This includes projects and events.

*Note: The Community Group Award must be for a group, project or activity which has contributed to the Liverpool in the 24 months prior to January of the ceremony year.*

The Community Group Award is in honour of former Liverpool City Councillor the late Peter Fraser. It recognizes his commitment to environmental conservation and tireless community activism. The Community Group Award category should be promoted 'in honour of Peter Fraser' and where appropriate his contribution highlighted in marketing initiatives and the event program if available.

#### 6.5 Procedure

Nominations will be open to the public and advertised throughout the LGA.

Nominations will be reviewed by Council's staff to ensure eligibility requirements and conditions of entry have been met.

Illegible nominations received before the closing date will be provided the opportunity to reapply. Illegible nominations received after the closing date will be deemed ineligible for the current year and nominator will be provided the opportunity to reapply in the following year.

All eligible nominees will be considered for an award and invited to the Australia Day Awards ceremony and announced as a 'Nominee' at the presentation. There will be no finalists in any categories or subcategories.

All eligible nominees will be contacted by Council and provided the opportunity to participate or withdraw from the awards program prior to assessment.

## 6.6 Eligibility

The eligibility criteria for Citizen of the Year awards as follows:

- Nominees must be an Australian Citizen at the time of nomination.
- Nominees must have resided or worked in the Liverpool LGA within the past 12 months at the time of nomination. This includes work of a voluntary nature.
- Nominees must not be a sitting local, state or federal politician, or have immediately left office.
- Nominees must be of good fame and character.

The eligibility criteria for the Community Group Award are as follows:

- Community groups must be based, operating in or servicing the Liverpool LGA at the time of nomination.
- Community groups, projects and activities must have been held and largely contribute or significantly benefit the Liverpool LGA within 24 months of the nomination date.
- Community groups must be of good fame and character.

## 6.7 Condition of Entry

The following conditions of entry apply to all group nominations:

- Nominations must be made on the official nomination form and submitted online or via email with any supporting documents.
- Nominations must be received by Council by the published closing date. Late applications and material will not be accepted, and nominators will be provided with the opportunity to reapply in the following year.
- Nominators can make submissions for more than one group, but a separate form must be used for each nomination.
- Community groups may self-nominate.
- All nominees will be provided with the opportunity to accept their nomination (or decline) and submit further supporting information within a specified period for consideration as part of their nomination. Late material will not be accepted.
- Past award recipients (award category or subcategory winners) will not be considered in the same category again.
- No weight is given to the number of times a group is nominated.
- Information provided in the nomination submission, and by the nominee, may be included in the event program and media release. Nominees should note, this could be a summary of the information provided, and all information may not be included.
- All nomination information submitted remain the property of Council.

Nominations should:

- address the assessment criteria by outlining the nominee's background, achievements, and reasons for nomination
- include supporting documents such as character reference/s and photograph/s

## 6.8 Assessment Criteria

Recipients will be selected by the committee according to the following criteria and scoring structure:

A. Community impact	Undertaken activities which have a positive purpose and benefit the community. The impact of these activities, by either an individual or group on the community, is lasting and enduring.	30%
B. Outstanding achievement	Showed outstanding achievement in a specific field, including but not limited to academic, sporting, environmental, community engagement, business, welfare, arts and culture, leadership and civic responsibility.	30%
C. Positive role model	Be a positive role model to others.	20%
D. Liverpool LGA	Nominations located in the Liverpool LGA which also delivers the service to the Liverpool community.	10%
E. Volunteer contribution	Nominations of a volunteer nature, in kind service or contribution which is not in a paid capacity.	10%

## 6.9 Selection Process

Recipients will be selected by the committee according to the assessment criteria. Selections will be recommended to the Liverpool CEO for final approval.

The Committee:

- can award up to two 'Highly Commended' certificates for each award. 'Highly Commended' certificates are not a requirement and should only be utilised when there is an exceptional candidate to be recognised.
- cannot select joint recipients in any award category or subcategory.
- cannot allocate more than one award or certificate per year to a recipient.
- cannot create additional categories or subcategories for assessment.

Selection is to be based on the information that is provided in the nomination form and supporting documents by the specified time allocated. It is the

responsibility of the Nominator and Nominee to supply all nomination information for assessment.

The Committee will be provided with nomination information prior to the first meeting taking place to conduct a preliminary assessment.

All nomination information

- is to be treated as confidential.
- is not to be copied, and must not be discussed or shared with any person outside the Committee or appropriate Council staff at any time
- must be returned to Council at the conclusion of the final Committee, and must not be retained by Civic Advisory members
- is to be handled in accordance with Council's Privacy Policy
- Committee members will be required to attend 1-3 meetings, where they must achieve consensus through discussion and further consideration of Nominees. All members will have equal votes.
- There is no obligation for the Committee/Council to allocate an award each year if it is considered there is no nomination satisfactory to meet the criteria. The decision is final.
- Council staff can provide support and advice to the panel only and have no voting rights.

#### 6.10 Timeline

Month	Abbreviation
Annual	The program is open and promoted all year round in Council publications.
November	Nominations close and compiled for assessment.
December	Committee assessment against eligibility criteria and award recipients' recommendation. Final review and approval by Liverpool CEO (operational matter not required to go to Council).
January	Award presentation on, or around Australia Day, 26 January.  The presentation should be made by the Mayor of Liverpool and could be done in alignment with another Council activity or event to achieve maximum media exposure or increase guest experience. Each year the delivery can change to leverage available opportunities.

#### 7. COMMITTEE

The Committee is responsible for the review, assessment and selection of award recipients

The Committee will not receive remuneration and current year members may be invited to attend the Civic Awards ceremonies as a guest. Members may also feature in the event program (if available).

The Committee members cannot publicly comment on behalf of the Committee or Council at any time.

## RELATED POLICIES & PROCEDURE REFERENCES

Gifts and Benefits Policy  
Code of Conduct Policy  
Privacy Policy  
Code of Meeting Practice  
Civic Advisory Charter

## AUTHORISED BY

Council Resolution

## EFFECTIVE FROM

XXX

## REVIEW DATE

XXX

## DEPARTMENT RESPONSIBLE

Civic and Executive Services

## VERSIONS

Version	Amended by	Date	TRIM Number
1	Council resolution	30 October 2013	182547.2013-001 and 280465.2013
2	Council resolution	29 October 2014	242780.2014 and 237146.2014
3	Council resolution	25 February 2015	004174.2015 and 004089.2015
4	Council resolution	29 April 2015	107541.2015
5	Council resolution	17 June 2015	156045.2015
6	Council resolution	3 February 2016	004433.2016
7	Council resolution	27 April 2016	158436.2016
8	Council resolution	27 July 2016	214048.2016
9	Council resolution	30 August 2017	215697.2017
10	Council resolution	27 February 2019	032996.2019
11	Council resolution	20 November 2019	032996.2019-002
12	Council resolution	24 June 2020	032996.2019-003
13	Council resolution	31 March 2021	107740.2021
14	Council resolution	XX July 2025	

## ITEM 08

**Policy Review - Councillor and Staff Interaction Policy**

<b>Strategic Objective</b>	Visionary, Leading, Responsible Demonstrate a high standard of transparency and accountability through a comprehensive governance framework
<b>File Ref</b>	219130.2025
<b>Report By</b>	M'Leigh Brunetta - Manager Civic & Executive Services
<b>Approved By</b>	Tina Bono - Director Community & Lifestyle

**EXECUTIVE SUMMARY**

*This report was tabled at the 18 June 2025 Council meeting and deferred to the July Governance Meeting for further consideration.*

The Councillor and Staff Interaction Policy (The Policy) provides the framework to help ensure positive and professional relationships between Councillors and Council staff. The Policy provides a critical framework to guide and maintain positive, respectful, and professional relationships between Councillors and Council staff. This framework is essential to support good governance, ensure appropriate separation of roles and responsibilities, and safeguard the integrity of Council operations.

The Model Councillor and Staff Interaction Policy, developed by the Office of Local Government (OLG), serves as a best-practice standard for all NSW councils. It reflects the principles of transparency, accountability, and ethical conduct in local government, and ensures that interactions between elected representatives and staff are conducted in a manner that upholds public confidence and supports effective service delivery.

Council's current Policy was adopted on 26 July 2023 and, in line with good governance and legislative compliance, is scheduled for review by 31 May 2025. As part of this review, the Policy has been revised to align with the Model Councillor and Staff Interaction Policy issued by the Office of Local Government. This alignment ensures consistency with sector-wide standards, reinforces appropriate governance practices, and ensures the Policy remains relevant to the evolving operational and regulatory environment while continuing to meet the expectations of both the community and the Office of Local Government.

## **RECOMMENDATION**

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That the Governance Committee:

1. Notes, the Draft Councillor and Staff Interaction Policy and
2. Endorse the Councillor and Staff Interaction Policy.

## **REPORT**

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The Councillor and Staff Interaction Policy (The Policy) provides the framework to help ensure positive and professional relationships between Councillors and Council staff. The Policy provides a critical framework to guide and maintain positive, respectful, and professional relationships between Councillors and Council staff. This framework is essential to support good governance, ensure appropriate separation of roles and responsibilities, and safeguard the integrity of Council operations.

Positive, professional working relationships between Councillors and staff are a key element of Council's success.

In broad terms, a Councillor's 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 and keeping its performance under review.

The role of Council staff, under the leadership of the CEO, is to carry out the day-to-day operations of the Council and to implement the decisions, plans and policies adopted by the governing body.

Councillors need access to information about the Council's strategic position and performance to perform their civic functions effectively. The CEO and staff are responsible for providing Councillors with this information to facilitate the decision-making process.

Given Councillors role in setting the Council's strategic direction and keeping its performance under review, Councillors are entitled to request information about a range of issues.

However, in requesting information, Councillors should not be seeking to interrogate the minutiae of the Council's operations or to direct or influence staff in the performance of their duties. Councillors should also recognise that a Council's resources are finite, and they need to be mindful of the impact of their requests.

Above all, interactions between councillors and staff should be positive, respectful and professional.

The Councillor and Staff Interaction Policy has three main goals:

- to establish a framework by which Councillors can access the information they need to perform their civic functions,
- to promote positive and respectful interactions between Councillors and staff, and
- to advise where concerns can be directed if there is a breakdown in the relationship between Councillors and staff.

Council's current Policy was adopted on 26 July 2023 and, in line with good governance and legislative compliance, is scheduled for review by 31 May 2025. As part of this review, the Policy has been revised to align with the Model Councillor and Staff Interaction Policy issued by the Office of Local Government. This alignment ensures consistency with sector-wide standards, reinforces appropriate governance practices, and ensures the Policy remains relevant to the evolving operational and regulatory environment while continuing to meet the expectations of both the community and the Office of Local Government.

In response to feedback and questions received from Councillors regarding the draft *Councillor and Staff Interaction Policy*, Council has compiled a summary of the key matters raised to date. To support transparency and informed decision-making, this information is being shared with all Councillors for collective consideration.

1	<b>Why is this Policy being reviewed now?</b>	The current Policy was adopted on 26 July 2023, with a scheduled review date of 31 May 2025. To ensure compliance with this timeframe, the draft Policy has been prepared for Council consideration.
2	<b>Why has the draft Policy title changed?</b>	The draft Policy title has been updated from <i>Access to Information and Interaction with Staff Policy</i> to <i>Councillor and Staff Interaction Policy</i> , to align directly with the Office of Local Government (OLG) Model Policy.
3	<b>Why does the draft Policy closely resemble the OLG Model Policy?</b>	The OLG produces a suite of best practice governance policies, informed by consultation with councils and sector experience. The draft Policy aligns with the OLG Model to reflect this exemplar approach and promote consistency across the sector.
4	<b>What was the rationale for reverting to the Model format and template? Was the current Policy deemed unfit?</b>	During the scheduled review, it became evident that the current Policy was not fully aligned with the OLG Model. Councillors were presented with the option at the 13 May Governance Committee Meeting to either amend the current version or adopt the Model. Reversion to the Model was recommended to ensure best practice and alignment. All relevant content from the existing Policy has been retained as attachments for transparency.
5	<b>Has a table summarising the changes been provided?</b>	A summary table highlighting the key changes was included in the presentation at the 13 May Governance Committee Meeting. This table has been included in this report for Councillor reference.



<p><b>Why wasn't the Model Policy adopted in 2023 when the current Policy was resolved?</b></p>	<p>In 2023, Council resolved a revised version of the existing policy. Since implementation, feedback has identified formatting and structural differences. In accordance with governance best practice, Council is now proposing alignment with the OLG Model.</p>
<p><b>The draft Policy indicates Councillors are to interact with the CEO and ELT only. Was consultation undertaken on this change?</b></p>	<p>Schedule 1 of the draft Policy outlines <i>Authorised Staff Contacts for Councillors</i>. This schedule, consistent with the OLG Model, may be amended by the CEO at any time. While interaction is focused on the CEO and ELT, Directors may authorise staff to engage with Councillors as appropriate. This ensures oversight, timely resolution, and accountability. Additionally, the Model (and the draft) includes a requirement for all Councillor requests to be recorded, increasing transparency and ensuring appropriate governance.</p>

**High level summary of proposed changes.**

ITEM	DETAIL	SUMMARY
Policy title amendment	Access to Information and Interaction with Staff Policy To Councillor and Staff Interaction Policy	Direct alignment to OLG Model Councillor and Staff Interaction Policy
4.10	Where the Mayor or a Councillor receives an enquiry from a constituent with regard to an operational matter, the enquiry should be actioned as follows:... <i>followed by process</i>	Not detailed in Model Code.  Operational procedure.
5	Third Party Advice <i>5.5 The CEO will generally not obtain third party advice without a Council resolution in relation to: Matters where Council staff have not yet provided advice; and Advice with an estimated cost of \$10,000 or more.</i>	Specific operational procedure and thresholds. Legal Services Policy.
Attachment A	Interactions between Councillor and Council Staff - table	Operational procedure.
Attachment B	Statutory provisions relating to the roles of Councillors and the Chief Executive Officer	Extract. Intended for reference.

## **FINANCIAL IMPLICATIONS**

There are no financial implications relating to this recommendation.

## **CONSIDERATIONS**

<b>Economic</b>	There are no economic and financial considerations.
<b>Environment</b>	There are no environmental and sustainability considerations.
<b>Social</b>	Promote community harmony and address discrimination. There are no social and cultural considerations.
<b>Civic Leadership</b>	Facilitate the development of community leaders. 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.
<b>Legislative</b>	Local Government Act 1993 Local Government (General) Regulation 2021 State Records Act 1998 Work Health Safety Act 2011 Office of Local Government (OLG) Model Councillor and Staff Interaction Policy for Local Councils in NSW
<b>Risk</b>	The risk is deemed to be Low as Council's Draft Councillor and Staff Interaction Policy are consistent with the Model Policy published by the Office of Local Government (OLG).

## **ATTACHMENTS**

1. Draft Councillor and Staff Interaction Policy



## COUNCILLOR AND STAFF INTERACTION POLICY

Adopted: 18 June 2025

TRIM: 380335.2022-008



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## Preface

### Positive working relationships between councillors and staff: a council's key asset

Positive, professional working relationships between councillors and staff are a key element of any council's success. If relationships between councillors and staff are functioning effectively, the council is more likely to perform effectively. If these relationships break down, it can lead to dysfunction, create a potential corruption risk<sup>1</sup>, and ultimately the council's performance will suffer.

A good relationship between councillors and staff is based, in large part, on both having a mutual understanding and respect for each other's roles and responsibilities. These are defined in the *Local Government Act 1993* (the LGA) and the *Model Code of Conduct for Local Councils in NSW* (the Model Code of Conduct).

In broad terms, a councillor's 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. A comprehensive outline of the role of a councillor is provided in Part 4 of this Policy.

The role of council staff, under the leadership of the general manager, is to carry out the day-to-day operations of the council and to implement the decisions, plans, programs and policies adopted by the governing body.

### Access to information: the key to the relationship

Councillors need access to information about the council's strategic position and performance to perform their civic contemporary functions effectively. The CEO and staff are responsible for providing councillors with this information to facilitate

the decision-making process.

Given councillors' role in setting the council's strategic direction and keeping its performance under review, councillors are entitled to request information about a range of issues.

However, in requesting information, councillors should not be seeking to interrogate the minutiae of the council's operations or to direct or influence staff in the performance of their duties. Councillors should also recognise that a council's resources are finite, and they need to be mindful of the impact of their requests.

Above all, interactions between councillors and staff should be positive, respectful and professional.

### Official capacity versus private capacity

It is also inevitable that councillors and council staff will engage with their council in their private capacity. This can be for something as simple as borrowing a book from a council library, to more complex matters, such as submitting a development application.

In these circumstances, it is vital that councillors and council staff do not seek to use, or appear to use, their position within council to obtain a private benefit. To do so could be seen as an attempt to exert pressure on councillors and/or council staff with a view to obtaining preferential treatment. Such conduct has the potential to undermine both the integrity of a council's decision-making processes, as well as the community's confidence in council, and so must be avoided.

### The development and intent of this policy

At its core, the policy has three main goals:

- to establish a framework by which councillors can access the information

<sup>1</sup> As highlighted by the NSW Independent Commission Against Corruption's Operation Dasha <https://www.icac.nsw.gov.au>

they need to perform their civic functions,

- to promote positive and respectful interactions between Councillors and staff, and
- to advise where concerns can be directed if there is a breakdown in the relationship between councillors and staff.

### Adoption

This Councillor and Staff Interaction Policy reflects best practice for council and directly aligns to the Office of Local Government Model Councillor and Staff Interaction Policy.

## Definitions

<b>Business day</b>	means a standard business day between Monday to Friday, excluding weekend
<b>CEO</b>	means Chief Executive Officer of Council
<b>Code of Conduct</b>	means the Code of Conduct Policy adopted by Council
<b>Contemporary</b>	means current or occurring in the present Eg. considered to impact the current term of Council
<b>Council</b>	means Liverpool City Council
<b>Councillors</b>	means all elected Councillors including the Mayor and Deputy Mayor
<b>Councillor request</b>	means a request put to Council by an elected Councillor including the Mayor and Deputy Mayor. This excludes a Council resolution or NOM
<b>Councillor Support Officer</b>	means Council staff within the Executive Services team engaged to support Councillors administrative needs and facilitate requests
<b>Executive Leadership Team</b>	means staff engaged as a Director at Council
<b>Executive Services</b>	means Council's Executive Services unit/team
<b>General Manager</b>	means the CEO of Council
<b>ICT</b>	means Information and Communication Technology
<b>NOM</b>	means Notice of Motion
<b>Model Code</b>	means the Model Councillor and Staff Interaction Policy set by the Office of Local Government
<b>Policy</b>	means the Councillor and Staff Interaction Policy set by Council
<b>Request</b>	means making a request that can be accepted or declined based on suitability

# Councillor and Staff Interaction Policy

## Part 1 – Introduction

- 1.1 *The Councillor and Staff Interaction Policy* (the Policy) provides a framework for Councillors when exercising their civic functions by specifically addressing their ability to interact with, and receive advice from, authorised staff.
- 1.2 The Policy complements and should be read in conjunction with Liverpool City Council's *Code of Conduct* (the Code of Conduct).
- 1.3 The aim of the Policy is to facilitate a positive working relationship between Councillors, as the community's elected representatives, and staff, who are employed to administer the operations of the Council. The Policy provides direction on interactions between Councillors and staff to assist both parties in carrying out their day-to-day duties professionally, ethically and respectfully.
- 1.4 It is important to have an effective working relationship that recognises the important but differing contribution both parties bring to their complementary roles.

## Part 2 – Application

- 2.1 This Policy applies to all Councillors and council staff.
- 2.2 This Policy applies to all interactions between Councillors and staff, whether face-to-face, online (including social media and virtual meeting platforms), by phone, text message or in writing.
- 2.3 This Policy applies whenever interactions between Councillors and staff occur, including inside or outside of work hours, and at both council and non-council venues and events.
- 2.4 This Policy does not confer any delegated authority upon any person. All delegations to staff are made by the CEO.
- 2.5 The Code of Conduct provides that council officials must not conduct themselves in a manner that is contrary to the Council's policies. A breach of this Policy will be a breach of the Code of Conduct.

## Part 3 – Policy objectives

3.1 The objectives of the Policy are to:

- a) establish positive, effective and professional working relationships between Councillors and staff defined by mutual respect and courtesy
- b) enable Councillors and staff to work together appropriately and effectively to support each other in their respective roles
- c) ensure that Councillors receive advice in an orderly, courteous and appropriate manner to assist them in the performance of their civic duties
- d) ensure Councillors have adequate access to information to exercise their statutory roles
- e) provide direction on, and guide Councillor interactions with, staff for both obtaining information and in general situations
- f) maintain transparent decision making and good governance arrangements
- g) ensure the reputation of Council is enhanced by Councillors and staff interacting consistently, professionally and positively in their day-to-day duties
- h) provide a clear and consistent framework through which breaches of the Policy will be managed in accordance with the Code of Conduct.

## Part 4 – Principles, roles and responsibilities

- 4.1 Several factors contribute to a good relationship between Councillors and staff. These include goodwill, understanding of roles, communication, protocols, and a good understanding of legislative requirements.
- 4.2 The Council's governing body and its administration (being staff within the organisation) must have a clear and sophisticated understanding of their different roles, and the fact that these operate within a hierarchy. The administration is accountable to the CEO, who in turn, is accountable to the Council's governing body.
- 4.3 Section 232 of the *Local Government Act 1993* (the LGA) states that the role of a Councillor is as follows:
  - a) to be an active and contributing member of the governing body
  - b) to make considered and well-informed decisions as a member of the governing body
  - c) to participate in the development of the integrated planning and reporting framework
  - d) to represent the collective interests of residents, ratepayers and the local community
  - e) to facilitate communication between the local community and the governing body
  - f) to uphold and represent accurately the policies and decisions of the governing body
  - g) to make all reasonable efforts to acquire and maintain the skills



necessary to perform the role of a Councillor.

- 4.4 The administration's role is to advise the governing body, implement Council's decisions and to oversee service delivery.
- 4.5 It is beneficial if the administration recognises the complex political environments in which elected members operate and acknowledge that they work within a system that is based on democratic governance. Councillors similarly need to understand that it is a highly complex task to prepare information and provide quality advice on the very wide range of issues that Council operations cover.
- 4.6 Council commits to the following principles to guide interactions between Councillors and staff:

<b><u>Principle</u></b>	<b><u>Achieved by</u></b>
<b>Equitable and consistent</b>	Ensuring appropriate, consistent and equitable access to information for all Councillors within established service levels
<b>Considerate and respectful</b>	Councillors and staff working supportively together in the interests of the whole community, based on mutual respect and consideration of their respective positions
<b>Ethical, open and transparent</b>	Ensuring that interactions between Councillors and staff are ethical, open, transparent, honest and display the highest standards of professional conduct
<b>Fit for purpose</b>	Ensuring that the provision of equipment and information to Councillors

is done in a way that is suitable, practical and of an appropriate size, scale and cost for a client group of elected Councillors.

<b>Accountable and measurable</b>	Providing support to Councillors in the performance of their role in a way that can be measured, reviewed and improved based on qualitative and quantitative data
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- 4.7 Councillors are members of the Council's governing body, which is responsible for directing and controlling the affairs of the Council in accordance with the LGA. Councillors need to accept that:
- responses to requests for information from Councillors may take time and consultation to prepare and be approved prior to responding
  - staff are not accountable to them individually
  - they must not direct staff except by giving appropriate direction to the CEO by way of a council or committee resolution, or by the mayor exercising their functions under section 226 of the LGA
  - they must not, in any public or private forum, direct or influence, or attempt to direct or influence, a member of staff in the exercise of their functions
  - they must not contact a member of staff on council-related business unless in accordance with this Policy
  - they must not use their position to attempt to receive favourable treatment for themselves or others.

- 4.8 The CEO is responsible for the efficient and effective day-to-day operation of the Council and for ensuring that the lawful decisions of the Council are implemented without undue delay.
- Council staff need to understand:
- a) they are not accountable to individual Councillors and do not take direction from them. They are accountable to the CEO, who is in turn accountable to the Council's governing body
  - b) they should not provide advice to Councillors unless it has been approved by the CEO or a staff member with a delegation to approve advice to Councillors
  - c) they must carry out reasonable and lawful directions given by any person having the authority to give such directions in an efficient and effective manner
  - d) they must ensure that participation in political activities outside the service of the Council does not interfere with the performance of their official duties
  - e) they must provide full and timely information to Councillors sufficient to enable them to exercise their civic functions in accordance with this Policy.

## Part 5 – The Councillor requests system

- 5.1 Councillors have a right to request information provided it is relevant to Councillor's exercise of their civic functions. This right does not extend to matters about which a Councillor is merely curious.
- 5.2 Councillors do not have a right to request information about matters that they are prevented from participating in decision-making on because of a conflict of interest, unless the information is otherwise publicly available.
- 5.3 The CEO may identify Council support staff (Executive Services team) under this Policy for the management of requests from Councillors.
- 5.4 Councillors can use the Councillor requests system to:
  - a) request information or ask questions that relate to the strategic performance and/or the strategic operation of the Council
  - b) bring concerns that have been raised by members of the public to the attention of staff
  - c) request ICT or other support from the Council administration
  - d) request that a staff member be present at a meeting (other than a meeting of the council) for the purpose of providing advice to the meeting.
- 5.5 Councillors must, to the best of their knowledge, be specific about what information they are requesting, and make their requests respectfully. Where a Councillor's request lacks specificity, the CEO or staff member authorised to manage the matter is entitled to ask the

- Councillor to clarify their request and the reason(s) why they are seeking the information.
- 5.6 Staff must make every reasonable effort to assist Councillors with their requests and do so in a respectful manner.
- 5.7 The CEO or the staff member authorised to manage a Councillor request will provide a response within 30 days. Where a substantial response cannot be provided within that timeframe, the Councillor will be advised, and the information will be provided as soon as practicable.
- 5.8 Requests under clause 5.4 (d) must be made 5 business days before the meeting date. The CEO, or members of staff that are listed at Schedule 1 of this Policy, are responsible for determining:
- a) whether a staff member can attend the meeting; and
  - b) which staff member will attend the meeting.
- Staff members who attend such meetings must be appropriately senior and be subject matter experts on the issues to be discussed at the meeting.
- 5.9 Councillors are required to treat all information provided by staff appropriately and to observe any confidentiality requirements.
- 5.10 Staff will inform Councillors of any confidentiality requirements for information they provide so Councillors can handle the information appropriately.
- 5.11 Where a Councillor is unsure of confidentiality requirements, they should contact the CEO, or the staff member authorised to manage their request.
- 5.12 The CEO may refuse access to information requested by a Councillor if:
- a) the information is not necessary for the performance of the Councillor's civic functions, or
  - b) if responding to the request would, in the CEO opinion, result in an unreasonable diversion of staff time and resources, or
  - c) the Councillor has previously declared a conflict of interest in the matter and removed themselves from decision-making on it, or
  - d) the CEO is prevented by law from disclosing the information.
- 5.13 Where the CEO refuses to provide information requested by a Councillor, they must act reasonably. The CEO must advise a Councillor in writing of their reasons for refusing access to the information requested.
- 5.14 Where a Councillor's request for information is refused by the CEO on the grounds referred to under clause 5.12 (a) or (b), the Councillor may instead request the information through a resolution of the council by way of a notice of motion. This clause does not apply where the CEO refuses a Councillor's request for information under clause 5.12 (c) or (d).
- 5.15 Nothing in clauses 5.12, 5.13, and 5.14 prevents a Councillor from requesting the information in accordance with the *Government Information (Public Access) Act 2009*.
- 5.16 Where a Councillor persistently makes requests for information which, in the CEO's opinion, result in a significant and unreasonable diversion of staff time and resources the council may, on the advice of the CEO, resolve to limit the number of requests the Councillor may make.

5.17 Councillor requests are state records and must be managed in accordance with the *State Records Act 1998*.

5.18 On request, a report will be provided to Council, regarding the performance and efficiency of the Councillor requests system against established key performance indicators.

## Part 6 – Access to Council staff

6.1 Councillors may directly contact members of staff that are listed in Schedule 1 of this Policy. The CEO may amend this list at any time and will advise Councillors promptly of any changes.

6.2 Councillors can contact staff listed in Schedule 1 about matters that relate to the staff member's area of responsibility.

6.3 Councillors should as far as practicable, only contact staff during normal business hours.

6.4 If Councillors would like to contact a member of staff **not listed** in Schedule 1, they must **receive permission from the CEO**.

6.5 If a Councillor is unsure which authorised staff member can help with their enquiry, they can contact the CEO or the Councillor Support Officer who will provide advice about which authorised staff member to contact.

6.6 The CEO or a member of the Council's executive leadership team may direct any staff member to contact Councillors to provide specific information or clarification relating to a specific matter.

6.7 A Councillor or member of staff must not take advantage of their official position to improperly influence other Councillors or members of staff in the performance of their civic or professional duties for the purposes of securing a private benefit for themselves or for another person. Such conduct should be immediately reported to the CEO or Mayor in the first instance, or alternatively to the Office of Local Government, NSW Ombudsman, or the NSW Independent Commission Against Corruption.

## Part 7 – Councillor access to council buildings

- 7.1 Councillors are entitled to have access to the mayor's office (limited to mayor only), Councillors' office including Councillor kitchen and meeting rooms, and public areas of Council's buildings during normal business hours for meetings. Councillors needing access to these facilities at other times must obtain approval from the CEO.
- 7.2 Councillors must not enter staff-only areas of Council buildings without the approval of the CEO.

## Part 8 – Appropriate and inappropriate interactions

- 8.1 Examples of appropriate interactions between Councillors and staff include, but are not limited to, the following:
- a) Councillors and council staff are courteous and display a positive and professional attitude towards one another
  - b) council staff ensure that information necessary for Councillors to exercise their civic functions is made equally available to all Councillors, in accordance with this Policy and any other relevant Council policies
  - c) council staff record the advice they give to Councillors in the same way they would if it was provided to members of the public
  - d) council staff, including Council's executive team members, document Councillor requests via the Councillor requests system
  - e) council meetings and Councillor briefings are used to establish positive working relationships and help Councillors to gain an understanding of the complex issues related to their civic duties
  - f) Councillors and council staff feel supported when seeking and providing clarification about council related business
  - g) Councillors forward requests through the Councillor requests system and staff respond in accordance with the timeframes stipulated in this Policy
- 8.2 Examples of inappropriate interactions between Councillors and staff include, but are not limited to, the following:

- a) Councillors and council staff conducting themselves in a manner which:
    - i) is contrary to their duties under the *Work Health and Safety Act 2011* and their responsibilities under any policies or procedures adopted by the Council to ensure workplace health and safety
    - ii) constitutes harassment and/or bullying within the meaning of the Code of Conduct, or is unlawfully discriminatory
  - b) Councillors approaching staff and staff organisations to discuss individual or operational staff matters (other than matters relating to broader workforce policy such as, but not limited to, organisational restructures or outsourcing decisions), grievances, workplace investigations and disciplinary matters
  - c) staff approaching Councillors to discuss individual or operational staff matters (other than matters relating to broader workforce policy such as, but not limited to, organisational restructures or outsourcing decisions), grievances, workplace investigations and disciplinary matters
  - d) subject to clause 5.12, staff refusing to give information that is available to other Councillors to a particular Councillor
  - e) Councillors who have lodged an application with the council, discussing the matter with staff in staff-only areas of the council
  - f) Councillors being overbearing or threatening to staff
  - g) staff being overbearing or threatening to Councillors
  - h) Councillors making personal attacks on staff or engaging in conduct towards staff that would be contrary to the general conduct provisions in Part 3 of the Code of Conduct in public forums including social media
  - i) Councillors directing or pressuring staff in the performance of their work, or recommendations they should make
  - j) staff providing ad hoc advice to Councillors without recording or documenting the interaction as they would if the advice was provided to a member of the community
- 8.3 Where a Councillor engages in conduct that, in the opinion of the CEO, puts the health, safety or welfare of staff at risk, the CEO may restrict the Councillor's access to staff.
- 8.4 Any concerns relating to the conduct of staff under this Policy should be raised with the CEO.

## **Part 9 – Complaints**

- 9.1 Complaints about a breach of this policy should be made to the CEO (if the complaint is about a Councillor or member of council staff), or the Mayor (if the complaint is about the CEO).
- 9.2 Clause 9.1 does not operate to prevent matters being reported to OLG, the NSW Ombudsman, the NSW Independent Commission Against Corruption or any other external agency.

**AUTHORISED BY**

Council

**EFFECTIVE FROM**

18 June 2025

**DEPARTMENT RESPONSIBLE**Office of the CEO  
Civic and Executive Services**REVIEW DATE**

3 years

**THIS POLICY HAS BEEN DEVELOPED AFTER CONSULTATION WITH**Chief Executive Officer  
Executive Leadership Team  
Governance and Legal  
Office of Local Government**VERSIONS**

Version	Amended by	Date	TRIM Number
1	Council Resolution	11 June 2002	Not applicable
2	Council Resolution	15 June 2009	099865.2009
3	Council Resolution	21 June 2010	111710.2010
4	Council Resolution	25 July 2011	079519.2011
5	Council Resolution	5 November 2012	231162.2012
6	Council Resolution	26 June 2013	144367.2013
7	Council Resolution	20 June 2014	129147.2014
8	Acting CEO after review	17 June 2016	166749.2016
9	Council Resolution	6 February 2019	060558.2019
10	Council Resolution (reviewed and no changes made)	3 February 2021	060558.2019
11	Council	31 March 2023	380335.2022-008
12	Council Resolution	26 July 2023	380335.2022-008
13	Council Resolution	18 June 2025	

**REFERENCE**

Model Councillor and Staff Interaction Policy 2022

**RELATED REFERENCES**Code of Conduct Policy  
Code of Meeting Practice Policy  
Civic Expenses and Facilities Policy  
Conflicts of Interest Policy  
Dignity and Respect in the Workplace Policy  
Fraud and Corruption Prevention Policy  
Legal Services Policy  
Media Policy  
Work Health and Safety Policy



## Schedule 1 – Authorised staff contacts for Councillors

1. Clause 6.1 of this Policy provides that Councillors may directly contact members of staff that are listed below. The CEO may amend this list at any time.
2. Councillors can contact staff listed below about matters that relate to the staff member's area of responsibility.
3. Councillors should as far as practicable, only contact staff during normal business hours.
4. If Councillors would like to contact a member of staff not listed below, they **must receive permission** from the CEO or their delegate.
5. If a Councillor is unsure which authorised staff member can help with their enquiry, they can contact the CEO or the Councillor Support Officer who will provide advice about which authorised staff member to contact.
6. The CEO or a member of the Council's executive leadership team may direct a council staff member to contact Councillors to provide specific information or clarification relating to a specific matter.
7. All requests relating to access of documents and operational or strategic advice must be conducted through the CEO or a Director.

<b>Position</b>
<b>Chief Executive Officer</b>
<b>Executive Leadership Team (Liverpool City Council Directors)</b>

Note: Extract: Part 6 – Access to Council Staff

- 6.6 *The CEO or a member of the Council's executive leadership team may direct any staff member to contact Councillors to provide specific information or clarification relating to a specific matter.*

## Schedule 2 – Councillor request and access to information table

The table specifies how elected Mayor and Councillor must request and access information from Council staff.

TYPE OF REQUEST	FROM WHOM TO GAIN APPROVAL	HOW INFORMATION IS TO BE REQUESTED	HOW INFORMATION IS TO BE PROVIDED	RESTRICTIONS TO INFORMATION
<b>Access to Documents</b>	CEO, Public Officer	Request submitted in writing.  All requests are required to go through the Councillor Support Officer (Executive Services) to keep a record of the request.	Inspection of documents will only be permitted on the premises. Copies of publicly available documents will be permitted.  Documents that are not publicly available can be inspected but not copied. The CEO has overriding discretion.	The CEO and the have discretion to refuse a request on legitimate grounds.  If access is refused, a notice of motion, the GIPA Act and the Agency Information Guide are the alternative forms of access.
<b>Operational or Strategic Advice</b> (including Notice of Motions/NOM)	CEO, Directors, Councillor Support Officer	Request submitted in writing or made verbally.  The CEO, directors and Councillor Support Officer are required to keep a file note/record of verbal requests when appropriate.  All requests are recommended to go through the Councillor Support Officer (Executive Services) in the first instance to keep a record of the request.	The response will be provided verbally, memo or email.	The CEO and directors have discretion to refuse a request on legitimate grounds.  If access is refused, a notice of motion or a question with notice is the alternative forms of access.
<b>Councillor Support and Requests</b> (including Notice of Motions/NOM)	Executive Services staff, Councillor Support Officer/s, Executive Assistant to the Mayor	Request submitted in writing or made verbally.  Council officers are required to keep a file note/record of verbal requests when appropriate.	The response will be provided verbally, memo or email.	Administrative support must be in accordance with the Civic Expenses and Facilities Policy.

## **Schedule 3 – Statutory Provisions relating to the Roles of Councillors and the Chief Executive Officer**

### **1. The governing body (s. 222)**

The elected representatives, called "Councillors," comprise the governing body of the council.

### **2. Role of governing body (s. 223)**

1. The role of the governing body is as follows:

- (a) to direct and control the affairs of the council in accordance with this Act,
- (b) to provide effective civic leadership to the local community,
- (c) to ensure as far as possible the financial sustainability of the council,
- (d) to ensure as far as possible that the council acts in accordance with the principles set out in Chapter 3 and the plans, programs, strategies and policies of the council,
- (e) to develop and endorse the community strategic plan, delivery program and other strategic plans, programs, strategies and policies of the council,
- (f) to determine and adopt a rating and revenue policy and operational plans that support the optimal allocation of the council's resources to implement the strategic plans (including the community strategic plan) of the council and for the benefit of the local area,
- (g) to keep under review the performance of the council, including service delivery,
- (h) to make decisions necessary for the proper exercise of the council's regulatory functions,
- (i) to determine the process for appointment of the general manager by the council and to monitor the general manager's performance,
- (j) to determine the senior staff positions within the organisation structure of the council,
- (k) to consult regularly with community organisations and other key stakeholders and keep them informed of the council's decisions and activities,
- (l) to be responsible for ensuring that the council acts honestly, efficiently and appropriately.

2. The governing body is to consult with the general manager in directing and controlling the affairs of the council.

### **3. Role of mayor (s. 226)**

The role of the mayor is as follows:

- (a) to be the leader of the council and a leader in the local community,
- (b) to advance community cohesion and promote civic awareness,
- (c) to be the principal member and spokesperson of the governing body, including representing the views of the council as to its local priorities,
- (d) to exercise, in cases of necessity, the policy-making functions of the governing body of the council between meetings of the council,
- (e) to preside at meetings of the council,
- (f) to ensure that meetings of the council are conducted efficiently, effectively and in accordance with this Act,
- (g) to ensure the timely development and adoption of the strategic plans, programs and policies of the council,
- (h) to promote the effective and consistent implementation of the strategic plans, programs and policies of the council,
- (i) to promote partnerships between the council and key stakeholders,
- (j) to advise, consult with and provide strategic direction to the general manager in relation to the implementation of the strategic plans and policies of the council,

- (k) in conjunction with the general manager, to ensure adequate opportunities and mechanisms for engagement between the council and the local community,
- (l) to carry out the civic and ceremonial functions of the mayoral office,
- (m) to represent the council on regional organisations and at inter-governmental forums at regional, State and Commonwealth level,
- (n) in consultation with the Councillors, to lead performance appraisals of the general manager,
- (o) to exercise any other functions of the council that the council determines.

#### **4. The role of a Councillor (s. 232(1) and s.232(2))**

- (1) The role of a Councillor is as follows:
  - (a) to be an active and contributing member of the governing body,
  - (b) to make considered and well informed decisions as a member of the governing body,
  - (c) to participate in the development of the integrated planning and reporting framework,
  - (d) to represent the collective interests of residents, ratepayers and the local community,
  - (e) to facilitate communication between the local community and the governing body,
  - (f) to uphold and represent accurately the policies and decisions of the governing body,
  - (g) to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a Councillor.
- (2) A Councillor is accountable to the local community for the performance of the council.

#### **5. Functions of the general manager (s. 335)**

The general manager of a council has the following functions:

- (a) to conduct the day-to-day management of the council in accordance with the strategic plans, programs, strategies and policies of the council,
- (b) to implement, without undue delay, lawful decisions of the council,
- (c) to advise the mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the council,
- (d) to advise the mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies and policies of the council and other matters related to the council,
- (e) to prepare, in consultation with the mayor and the governing body, the council's community strategic plan, community engagement strategy, resourcing strategy, delivery program, operational plan and annual report,
- (f) to ensure that the mayor and other Councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions,
- (g) to exercise any of the functions of the council that are delegated by the council to the general manager,
- (h) to appoint staff in accordance with the organisation structure determined under this Chapter and the resources approved by the council,
- (i) to direct and dismiss staff,
- (j) to implement the council's workforce management strategy,
- (k) any other functions that are conferred or imposed on the general manager by or under this or any other Act.

**ITEM 09****Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council**

<b>Strategic Objective</b>	Visionary, Leading, Responsible Demonstrate a high standard of transparency and accountability through a comprehensive governance framework
<b>File Ref</b>	223385.2025
<b>Report By</b>	Philippa Venn-Brown - Workforce Policy and Project Officer
<b>Approved By</b>	Farooq Portelli - Director Corporate Support

**EXECUTIVE SUMMARY**

To assist Council in their recruitment, interaction and management expectations of the Chief Executive Officer (CEO), the following policy and procedure documents have been prepared for consideration by the Governance Committee and ultimate adoption by Council:

- Policy for the Recruitment, Appointment, Performance Review and Separation of the CEO by Council;
- Procedure for the Recruitment and Appointment of the CEO: and
- Procedure for the Performance Review and Management of the CEO.

The policy and procedures have been prepared to reflect the Office of Local Government Guidelines for the Appointment and Oversight of General managers and commit Council to compliance with them.

**RECOMMENDATION**

That the Governance Committee:

1. Note the benefits of having a clearly defined Policy and relevant procedures in regard to the recruitment, appointment, management, performance review and separation of the CEO.
2. Recommend that Council adopt and implement the attached policy and procedures for the ongoing supervision and management of the Chief Executive Officer by the Mayor and Council.

## **REPORT**

The recruitment, appointment, performance, management oversight and separation of the CEO is regulated by a number of documents including legislation, OLG guidelines, standard contracts of employment and other standards. It would seem both logical and prudent to encompass those requirements into Council's own policy and procedures.

A review of the legislation, best practices and the recommendations contained in the Office of Local Government's publication *Guidelines for the Appointment and Oversight of General Managers*, 2022, informed the creation of the proposed policy and procedures.

The resulting policy covers the lifecycle of tenure of the position of CEO of Liverpool City Council from recruitment to separation. The supporting procedures detail the processes for the recruitment and appointment of the CEO of Liverpool City Council and for the required performance review, management and oversight process.

The recent recruitment and appointment of the new CEO of Liverpool City Council followed the process recommended by the Office of Local Government and is consistent with the new policy and procedures currently under consideration for adoption by Council.

## **FINANCIAL IMPLICATIONS**

There are no financial implications relating to this recommendation.

## **CONSIDERATIONS**

<b>Economic</b>	There are no economic and financial considerations.
<b>Environment</b>	There are no environmental and sustainability considerations.
<b>Social</b>	There are no social and cultural considerations.
<b>Civic Leadership</b>	There are no civic leadership and governance considerations.
<b>Legislative</b>	Relevant legislative considerations are identified in the proposed Policy
<b>Risk</b>	There is no risk associated with this report

## **ATTACHMENTS**

1. Policy for the Recruitment, Performance Review and Management, and Separation of the CEO by Council.
2. Procedure for the Performance Review and Management of the CEO.
3. Procedure for the Recruitment and Appointment of the CEO.



**POLICY FOR THE APPOINTMENT,  
OVERSIGHT, PERFORMANCE  
MANAGEMENT AND SEPARATION OF THE  
CHIEF EXECUTIVE OFFICER BY COUNCIL**

Adopted: *(Current date)*

TRIM *(Number)*

## **POLICY FOR THE APPOINTMENT, OVERSIGHT, PERFORMANCE MANAGEMENT AND SEPARATION OF THE CHIEF EXECUTIVE OFFICER BY COUNCIL**

**DIRECTORATE:** Corporate Support

**BUSINESS UNIT:** People & Culture

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### **1. PURPOSE/ OBJECTIVES**

The purpose of this policy is to provide a framework for the monitoring of Chief Executive Officer performance and accountability, consistent with Section 223 of the *Local Government Act* 1993 and the Office of Local Government, NSW, Guidelines for the Appointment and Oversight of General Managers, 2022.

### **2. DEFINITIONS**

**Act** – The *Local Government Act* (NSW) 1993.

**ASIC** – The Australian Securities and Investments Commission

**CEO** – Chief Executive Officer

**Council** – Liverpool City Council

**Governing Body** – The governing body is comprised of the elected members of council, representing their local ward (constituency) in the governing of matters concerning the community of the Local government Area (LGA).

**Guidelines** – Guidelines for the Appointment and Oversight of General Managers, 2022.

**ICAC** – The Independent Commission Against Corruption.

**OLG** – Office of Local Government.

### **3. POLICY STATEMENT**

#### **3.1 Role of the Mayor and Councillors**

##### **3.1.1 Section 226 of the Local Government Act 1993 (LGA) requires the Mayor:**

- (j) to advise, consult with and provide strategic direction to the general manager in relation to the implementation of the strategic plans and policies of the council, and



(n) in consultation with the councillors, to lead the performance appraisals of the general manager.

3.1.2 Section 233(1)(i) of the LGA, provides that the role of the Governing Body includes:

(i) To determine the process for appointment of the general manager by the council and to monitor the general manager's performance.

3.1.3 The OLG guidelines provide for the Mayor's role to be supported by the establishment of a performance review panel.

3.1.4 The governing body monitors the implementation of its decisions through the CEO's reports to council meetings.

3.1.5 The governing body may delegate certain functions of the council to the CEO. The delegations of a council's functions must be made by resolution and be evidenced in writing.

3.1.6 Delegations must be reviewed during the first 12 months of each term of the council (section 380).

3.1.7 While the CEO may sub-delegate a function delegated to them by the governing body, they remain responsible for ensuring that any sub-delegated functions are carried out appropriately.

### 3.2 Role of the CEO

3.2.1 It is the role of the CEO to implement the lawful decisions of the council and to carry out the functions conferred on them by the Act, the Regulations and any other applicable legislation.

3.2.2 The CEO also performs any other functions delegated to them by the governing body.

3.2.3 The CEO is responsible for conducting the day-to-day management of council in accordance with the strategic plans, programs, strategies and policies approved by the governing body of the council and the implementation of the lawful decisions of the governing body.

3.2.4 The CEO is responsible for guiding the preparation, implementation and delivery of the community strategic plan and for implementing the delivery program and operational plans.

3.2.5 The CEO is responsible for determining the organisation structure of the council in consultation with the governing body and in accordance with the budget approved by the governing body (section 332 of the Act).

- 3.2.6 The positions within the organisation structure must be determined to give effect to the priorities identified in council's strategic plans.
- 3.2.7 The CEO is responsible for the appointment and direction of staff and their dismissal.
- 3.2.8 The CEO is also responsible for ensuring councillors are provided with the information and the advice staff require to make informed decisions and to carry out their civic duties.
- 3.3 Recruitment and Selection of the CEO
  - 3.3.1 The governing body of the council is required to determine the process for the appointment of the CEO (section 223).
  - 3.3.2 When recruiting for a new CEO the position must be advertised in a manner that is sufficient to enable suitably qualified persons to apply for the position (section 348).
  - 3.3.3 Council must ensure that the appointment of the CEO is made using the principles of merit selection and equal employment opportunity (section 349).
  - 3.3.4 The recruitment process must be open and transparent while maintaining the confidentiality of the individual applicants. Failure to maintain appropriate confidentiality may constitute a breach of the Act, Council's Code of Conduct and the *Privacy and Personal Information Protection Act 1998*.
  - 3.3.5 Council will engage an external recruitment consultant to assist them with the recruitment process. That person should also have a role in verifying that due process and procedures are followed in the appointment of the CEO.
  - 3.3.6 Best practice, consistent with the Guidelines, will be followed throughout the recruitment and selection process.
  - 3.3.7 The governing body should delegate the task of recruitment to a selection panel, led by the mayor and approve the recruitment process. The panel will report back to the governing body on the process and recommend the most meritorious applicant for appointment by the council.
  - 3.3.8 The selection panel should consist of at least the mayor, the deputy mayor, another councillor and a suitably qualified person independent of the council. The selection panel should, where possible, have a mix of genders.
  - 3.3.9 Where practicable, the selection panel should remain the same throughout the recruitment process.

- 3.3.10 Council's governing body should delegate to one person (generally the mayor) the task of ensuring:
- The selection panel is established
  - The CEO's position description is current and evaluated in terms of salary to reflect the responsibilities and duties of the position
  - The proposed salary range reflects the responsibilities and duties of the position
  - The position is advertised according to the requirements of the Act
  - Information packages are prepared, and
  - Applicants selected for interview are notified.
- 3.3.11 The mayor, or another person independent of council staff, should be the contact person for the position and should maintain confidentiality with respect to contact by potential applicants.
- 3.3.12 Interviews should be held as soon as possible after candidates have been short-listed.
- 3.3.13 Questions should be designed to reflect the selection criteria and assist the selection panel to assess the suitability and merit of the candidate for the position
- 3.3.14 All interviews should be kept confidential.
- 3.3.15 All written references must be checked. The selection panel must delegate the task of contacting referees to one panel member. Other panel members should not contact referees.
- 3.3.16 At least two (2) referees must be contacted and asked questions about the candidate relevant to the selection criteria. If contact with someone other than a nominated referee is required, the applicant's permission must be sought and given.
- 3.3.17 Where tertiary qualifications are relied on, they should be produced for inspection and, if required, verification.
- 3.3.18 All appropriate background checks must be undertaken, e.g. bankruptcy and criminal record checks, and whether the candidate has been disqualified from managing a corporation by ASIC. Liverpool Council is a Child Safe Organisation and as such a working with children check is also required.
- 3.3.19 Further guidance on best practice recruitment checks can be obtained by consulting Standard AS 4811:2022 Workforce Screening and ICAC's publication, Strengthening employment screening practices in the NSW public sector.

3.3.20 The selection panel is responsible for preparing a report to the council's governing body that:

- Outlines the selection process
- Recommends the most meritorious applicant with reasons
- Recommends an eligibility list if appropriate
- Recommends that no appointment is made if the outcome of the interviews is that there are no suitable applicants.

3.3.21 The report should be confidential and reported to a closed meeting of the council.

#### 3.4 Finalising the Appointment of the CEO

3.4.1 The appointment of a CEO is a non-delegable function of the council under section 377 of the Act and a CEO cannot be appointed without a formal resolution of the council.

3.4.2 Council's governing body must by resolution approve the position of the CEO being offered to the successful candidate before the position is offered to the candidate.

3.4.3 The mayor makes the offer of employment after the governing body has resolved to appoint the successful candidate. The initial offer may be made by phone.

3.4.4 Conditions such as term of the contract (1-5 years) and remuneration package (within the range approved by the governing body of the council) can also be discussed by telephone but must be confirmed in writing.

3.4.5 The standard contract of employment for general managers/ CEOs approved by the Departmental Chief Executive of the Office of Local Government under section 338 of the Act must be used.

3.4.6 CEOs must be employed for 1-5 years.

3.4.7 The contract governs:

- The duties and functions of CEOs
- Performance agreements
- The process for renewal of employment contracts
- Termination of employment and termination payments
- Salary increases, and
- Leave entitlements

3.4.8 Candidates who are placed on the eligibility list and unsuccessful applicants should be advised of the outcome of the recruitment process before the successful applicant's details are made public.

### 3.5 Record Keeping

- 3.5.1 Council should retain all records created as part of the recruitment process including the advertisement, position description, selection criteria, questions asked at interview, interview panel notes, selection panel reports and notes of any discussions with the selected candidate.
- 3.5.2 These records are required to be stored and disposed of in accordance with the *State Records Act 1998*.

### 3.6 Day to Day Oversight and Liaison with the CEO

- 3.6.1 One of the prescribed functions of the governing body is to monitor the CEO's performance, however day-to-day oversight of and liaison with the CEO should be undertaken by the mayor.
- 3.6.2 The mayor's role in the day-to-day management of the CEO should include:
- Approving leave
  - Approving expenses incurred, and
  - Receiving and managing complaints about the CEO in accordance with the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW.
- 3.6.3 Council's governing body should ensure there are adequate and appropriate policies in place to guide the mayor in the day-to-day oversight of, and liaison with, the CEO and keep those policies under regular review.
- 3.6.4 The governing body should also ensure there are appropriate policies in place with respect to the expenditure of council funds and reporting requirements in relation to that expenditure.
- 3.6.5 Council's governing body should satisfy itself that any policy governing the conferral of a benefit on the CEO, such as use of a motor vehicle, allows the actual dollar value of that benefit to be quantified so it can be accurately reflected in the CEO's salary package in Schedule C to the approved standard contract.

### 3.7 Managing the Performance of the CEO

- 3.7.1 The CEO is made accountable to council for their performance principally through their contract of employment.
- 3.7.2 The role of the governing body is to monitor the CEO's performance in accordance with their contract of employment.

- 3.7.3 The performance of the CEO must be reviewed at least annually against the agreed performance criteria for the position.
- 3.7.4 Council may also choose to undertake more frequent interim reviews of the CEO's performance.
- 3.7.5 The agreed performance criteria must be set out in an agreement that is signed within three months of the commencement of the contract.

3.8 Establishing the Performance Review Panel

- 3.8.1 The governing body must establish a performance review panel led by the mayor, and delegate the task of undertaking the CEO's performance reviews to the panel. The extent of the delegation should be clear.
- 3.8.2 Full responsibility for performance management should be delegated to the performance review panel, including discussions about performance, any actions that should be taken and the determination of the new performance agreement.
- 3.8.3 The performance review panel should be comprised of the mayor, the deputy mayor, another councillor nominated by council and a councillor nominated by the general manager.
- 3.8.4 Council's governing body may also consider including an independent observer on the panel.
- 3.8.5 Panel members should be trained in the performance management of CEOs.
- 3.8.6 The role of the review panel includes:
- Conducting performance reviews
  - Reporting the findings of the reviews to Council, and
  - Development of the performance agreement.
- 3.8.7 The governing body and the CEO may agree on the involvement of a suitably qualified external facilitator to assist with the performance review process and the development of a new performance agreement. That person may be selected by the governing body or the performance review panel.
- 3.8.8 Councillors who are not members of the performance review panel may be invited to contribute to the performance review process by providing feedback to the mayor on the CEO's performance relevant to the agreed performance criteria.

- 3.8.9 All councillors should be notified of relevant dates in the performance review cycle and be kept advised of the panel's findings and recommendations.
- 3.8.10 The panel should report back to the governing body of council in a closed session on the findings and recommendations of performance reviews as soon as practicable following any performance review. It is not an opportunity to debate the results or revisit the CEO's performance review.
- 3.8.11 The CEO should not be present when the matter is considered.
- 3.8.12 The performance agreement, action plan and any associated records that contain specific information about the work performance or conduct of the CEO are to remain confidential unless otherwise agreed to by the general manager or are required to be disclosed by law.
- 3.8.13 The unauthorised disclosure of this information may constitute a breach of the Act, the council's code of conduct and the *Privacy and Personal Information Protection Act 1998*.
- 3.9 Establishment of the Performance Agreement
  - 3.9.1 The performance agreement is to contain clearly defined and measurable performance indicators against which the CEO's performance can be measured.
  - 3.9.2 As one of the CEO's key responsibilities is to oversee the implementation of council's strategic direction, the performance criteria is to be aligned to the goals contained in the community strategic plan, the delivery program and operational plans.
  - 3.9.3 The performance agreement must also include indicators relevant to the CEO's personal contribution to the council's key achievements and their core capabilities, including leadership qualities.
  - 3.9.4 Other indicators that should be included in the performance agreement are the promotion and maintenance of an ethical culture within council, encompassing the conduct and measurement of the outcomes from staff surveys and the promotion of a speak up culture and compliance with the Public Interest Disclosures Act 2022 and reporting of suspected wrongdoing to appropriate agencies including the ICAC and the OLG.

3.9.5 The performance agreement will contain but not be limited to key indicators that measure how well the CEO has met Council's expectations with respect to:

- Service delivery targets in the Council's delivery program and operational plans
- Budget compliance
- Organisational capability
- Timeliness and accuracy of information and advice to councillors
- Timely implementation of council's resolutions
- Management of organisational risks
- Promotion of an ethical culture
- Ensuring a safe workplace and facilitating compliance with the *Work Health and Safety Act 2011*, and
- Leadership and providing a consultative and supportive working environment for staff etc.

### 3.10 Performance Review Process

3.10.1 The approved standard contract requires that the performance of the CEO must be formally reviewed at least annually. The governing body of council may also undertake interim performance reviews, as appropriate.

3.10.2 The assessment will include:

- A self-assessment by the CEO, and
- An assessment by the review panel of the CEO's performance against the performance agreement.

3.10.3 The performance review meeting should be scheduled with sufficient notice to all parties in accordance with clause 7.6 and 7.7 of the approved standard contract. These require:

- The CEO to give Council 21 days' written notice that an annual performance review is due, and
- Council to give the CEO at least 10 days' written notice that the performance review is to be conducted.

3.10.4 The meeting should concentrate on constructive dialogue about the CEO's performance against all sections of the performance agreement.

3.10.5 The meeting should identify any areas of concern and agreed actions to address those concerns.

3.10.6 Care must be taken to ensure that the review is conducted fairly and in accordance with the principles of natural justice.

3.10.7 Council's governing body must advise the CEO, in writing and in clear terms, the outcome of any performance review.



3.10.8 The new performance agreement for the next period should be prepared as soon as possible after the completion of the previous period.

3.10.9 The agreement should be presented to the governing body of Council for discussion in a closed meeting together with the outcomes of the previous review period.

### 3.11 Remuneration and Reward

3.11.1 Under the approved standard contract, the CEO is entitled to an annual increase in their salary package on each anniversary of the contract, equivalent to the latest percentage increase in remuneration for NSW public sector senior executive office holders as determined by the Statutory and Other Offices Remuneration Tribunal.

3.11.2 Council may also approve discretionary increases to the CEO's total remuneration package under the approved standard contract as a reward for good performance. Discretionary increases may only be approved after a formal review of the CEO's performance has been undertaken and the CEO's performance has been assessed as being better than satisfactory.

3.11.3 Any discretionary increases should be modest and in line with community expectations and only apply for one year unless Council determines that it is to apply for the balance of the contract.

3.11.4 All discretionary increases in remuneration, together with the reasons for the increase, must be reported to an open meeting of the council.

3.11.5 Council may also on one occasion during the term of the contract approve the payment of a retention bonus to the CEO as an incentive for them to serve out their contract. If approved, the retention bonus is to be accrued on an annual pro rata basis for the remainder of the contract and is to be paid at the end of the contract period.

### 3.12 Separation

3.12.1 The approved standard contract sets out how the CEO's employment contract may be terminated before its expiry date on either the governing body or the CEO (Clause 10 of the approved standard contract). The circumstances in which the CEO's employment contract may be terminated are set out below:

3.12.1.1 By agreement

The contract may be terminated at any time by written agreement between Council and the CEO.

#### 3.12.1.2 Resignation

The CEO may terminate the contract by giving 4 weeks written notice to the governing body of the council.

#### 3.12.1.3 Incapacity

The council may terminate the CEO's contract by giving them 4 weeks written notice or by paying them the equivalent of 4 weeks' remuneration calculated in accordance with Schedule C of the approved standard contract where:

- The CEO has become incapacitated for 12 weeks or more
- They have exhausted their sick leave, and
- The duration of the incapacity is either indefinite or for a period that would make it unreasonable for the contract to be continued.

#### 3.12.1.4 Poor Performance

Council may terminate the CEO's contract by giving them 13 weeks written notice or by pay the equivalent of 13 weeks' remuneration calculated in accordance with Section C of the approved standard contract on grounds of poor performance.

Council may only terminate the CEO's contract on the grounds of poor performance where:

- A performance review has been conducted, and
- Council has concluded that the CEO's performance falls short of the performance criteria or the terms of their performance agreement, and
- The CEO has been offered a reasonable opportunity to utilise dispute resolution under clause 17 of the contract.

#### 3.12.1.5 No Fault Termination

Council may terminate the CEO's contract at any time by giving them 38 weeks written notice or paying the equivalent of 38 weeks' remuneration calculated in accordance with Schedule C of the

approved standard contract. If there are less than 38 weeks left to run in the term of the CEO's contract, Council can pay out the balance of the contract in lieu of notice.

Where Council proposes to terminate the CEO's contract on these grounds, if either party requests it and both parties agree, they may participate in mediation in relation to the proposed decision to terminate the contract. If Council does not agree to participate in mediation, it must give the CEO reasons for its decision where the CEO requests them.

Where Council terminates the contract on these grounds, it must give the CEO reasons for its decision to terminate their employment where the CEO requests it.

#### 3.12.1.6 Summary Dismissal

Council may summarily dismiss the CEO on the grounds set out under clause 10.4 of the approved standard contract, these include:

- Serious or persistent breach of the employment contract
- Serious and wilful disobedience of any reasonable and lawful instruction or direction given by Council
- Serious and wilful misconduct, dishonesty, insubordination or neglect in the discharge of the CEO's duties and functions under their contract
- Failure to comply with any law or council policy concerning sexual harassment or racial or religious vilification
- Serious or persistent breach of Council's Code of Conduct
- Commission of a crime, resulting in conviction and sentencing (whether or not by way of periodic detention), which affects the CEO's ability to perform their duties and functions satisfactorily, or that brings Council into disrepute
- Absence without approval for a period of 3 or more consecutive business days.

#### 3.12.1.7 Automatic Termination

The CEO's contract of employment is automatically terminated where the CEO becomes bankrupt, or

they are disqualified from managing a corporation under Part 2D.6 of the Corporations Act 2001.

Where this occurs, the CEO's employment with Council automatically ends without the need for a decision by Council to terminate their contract of employment.

### 3.13 Suspension of the CEO

- 3.13.1 Council may suspend the CEO, for example while allegations against them are being investigated. Suspension should be on full pay for a clearly defined period. Council should not suspend a CEO's employment without first seeking expert legal advice. It is not appropriate to seek advice from Council's PAC on the proposed suspension of the CEO.
- 3.13.2 Any decision to suspend a CEO should be made at a closed council meeting, having first carefully considered the expert advice received in relation to the specific matter.
- 3.13.3 The principles of procedural fairness apply to any decision to suspend the CEO, i.e. the CEO must be advised of the circumstances leading to their suspension, the reasons for the suspension, the period of the suspension and be given a right to respond to the decision to suspend.

### 3.14 Dispute Resolution

- 3.14.1 Council is required to offer the CEO an opportunity to utilise dispute resolution before Council can terminate their employment for poor performance. The approved standard contract contains a dispute resolution clause at clause 17.
- 3.14.2 Where it is proposed to terminate the contract on the 'no fault' grounds (clause 10.3.1(e)), if either party requests it and both parties agree, they may participate in mediation under clause 17 in relation to the proposed decision to terminate. If Council does not agree to participate in mediation, it must give the CEO reasons for its decision where the CEO requests them.
- 3.14.3 The governing body of Council should resolve to delegate this function to the mayor or a panel of 3 councillors including the mayor.
- 3.14.4 If the dispute involves the mayor, then the deputy mayor should take the mayor's place. If there is no deputy mayor, then the governing body should resolve to appoint another councillor to take the mayor's place.

3.14.5 The governing body of council and the CEO should agree on an independent mediator to mediate the dispute. The approved standard contract allows the Departmental Chief Executive of the Office of Local Government to appoint a mediator where the parties cannot agree on one.

3.14.6 Council and the CEO may also agree on a mediator when the contract of employment is made.

### 3.15 Renewing the CEO's Contract

3.15.1 Clause 5 of the approved standard contract sets out the process for renewing the CEO's contract of employment. The key steps in the process are as follows:

- At least 9 months before the contract expires (or 6 months if the term of employment is for less than 3 years), the CEO must apply to Council in writing if seeking reappointment to the position.
- At least 6 months before the contract expires (or 3 months if the term of employment is less than 3 years), Council must respond to the CEO's application by notifying the CEO in writing of its decision to either offer the CEO a new contract of employment, and on what terms, or to decline their application for re-appointment.
- At least 3 months before the contract expires (or 1 month if the term of employment is for less than 3 year) the CEO must inform the council in writing of their decision to either accept or decline the offer made by Council.

3.15.2 Approval may be sought from the Departmental Chief Executive of the Office of Local Government to vary these timeframes in exceptional or unforeseen circumstances.

3.15.3 The terms of the new contract of employment, and in particular the schedules to the new contract, should be set out in the letter of offer. Before offering a new contract, Council should carefully review the terms of the schedules to the new contract.

3.15.4 The governing body must ensure that the performance criteria of the new performance agreement adequately reflect its expectations of the CEO's performance.

3.15.5 The governing body should also consider previous performance reviews conducted under previous contracts.

3.15.6 The process of deciding whether to offer the CEO a new contract will be as follows:

- A performance review is conducted

- Findings and recommendations are reported to a closed council meeting in the absence of the CEO
- The closed meeting should consider and decide whether to offer a new contract of employment to the CEO and on what terms as set out in the schedules to the contract
- The mayor informs the general manager of Council's decision.

3.15.7 Details to offer a new contract and a salary package should be reported to an open council meeting.

#### 4. RELEVANT LEGISLATIVE REQUIREMENTS

*Corporations Act 2001*

*Local Government (General) Regulation 2021*

*Local Government Act (NSW) 1993*

*Privacy and Personal Information Protection Act 1998*

*Public Interest Disclosures Act 2022*

*State Records Act 1998*

*Work Health and Safety Act 2011*

#### RELATED POLICIES & PROCEDURE REFERENCES

Liverpool City Council Code of Conduct

#### AUTHORISED BY

Council Resolution

#### EFFECTIVE FROM

*This date is the date the policy is adopted by Council resolution.*

#### REVIEW DATE

*The policy must be reviewed every two years or more frequently depending on its category or if legislative or policy changes occur.*

#### VERSIONS

*The current and previous version of the policy should be set out in the following table.*

Version	Created by	Changes made	Date	TRIM Number
New	PAC	Creation	16/05/2025	

**THIS POLICY HAS BEEN DEVELOPED IN CONSULTATION WITH**

People and Culture

Governance Committee

Legal Services

**ATTACHMENTS**

DRAFT



## PROCEDURE FOR THE PERFORMANCE REVIEW AND MANAGEMENT OF THE CHIEF EXECUTIVE OFFICER

Adopted: *(Current date)*

TRIM 170874.2025





## PROCEDURE FOR THE PERFORMANCE REVIEW AND MANAGEMENT OF THE CHIEF EXECUTIVE OFFICER

**DIRECTORATE:** Corporate Support

**BUSINESS UNIT:** People & Culture

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### 1. PURPOSE/ OBJECTIVES

The purpose of this document is to provide guidance for the procedure and timeline for the performance review and management process of the CEO by Council.

### 2. SCOPE

The approved standard contract requires that the performance of the CEO must be formally reviewed at least annually against the agreed performance criteria for the position.

Council may also choose to undertake more frequent interim reviews of the CEO's performance. The process for the performance review and management of the CEO is to be maintained for the length of contract through which the CEO is appointed, i.e. from 3-5 years.

### 3. DEFINITIONS

**Act** – Local Government Act 1993

**Award** – Local Government (State) Award

**CEO** – Chief Executive Officer

**Code of Conduct** – The guiding document which governs the conduct expected of Council's employees in the workplace, out of work hours, and when representing Council at other venues and activities.

**Council** – Liverpool City Council

**Performance Indicators** – The key accountabilities inherent in the position description.

**Unsatisfactory Work Performance** – such as work performance assessed by Council's management as not meeting required standards, considering relevant role expectations, performance measures and management guidelines.

#### 4. PROCEDURE STATEMENT

##### 4.1. The Performance Agreement

- 4.1.1. The CEO is accountable to the Council for their performance principally through their contract of employment.
- 4.1.2. The role of the governing body is to monitor the CEO's performance in accordance with their contract of employment.
- 4.1.3. The performance agreement should include clearly defined and measurable performance indicators against which the CEO's performance can be measured.
- 4.1.4. The performance of the CEO must be reviewed at least annually against the agreed performance criteria for the position. Council may also choose to undertake more frequent interim reviews of the CEO's performance.
- 4.1.5. The agreed performance criteria must be set out in an agreement that is signed within three months of the commencement of the contract.
- 4.1.6. All documents and related information specific to the performance or conduct of the CEO are to remain confidential unless otherwise agreed to by the CEO or are required to be disclosed by law.

##### 4.2. Establishing a Performance Review Panel

- 4.2.1. The governing body must establish a performance review panel led by the mayor, and delegate the undertaking of the CEO's performance reviews to the panel. The extent of the delegation should be clear.
- 4.2.2. Performance review panels should comprise of the mayor, the deputy mayor, another Councillor nominated by Council and another Councillor nominated by the CEO.
- 4.2.3. The Council's governing body may also consider the inclusion of an independent observer on the panel.
- 4.2.4. Panel members should be trained in the performance management of CEOs. Full responsibility for performance management be delegated to the performance review panel, including discussions about performance, any actions that should be taken and the determination of the new performance agreement.
- 4.2.5. The panel should report back to the governing body of Council in a closed session on the findings and recommendations of performance review as soon as practicable following any performance review. It should not be an opportunity to debate the results or revisit the CEO's performance review.

4.2.6. The CEO should not be present when the matter of their performance review is considered by Council.

#### 4.3. Outcome of the Performance Review

4.3.1. The meeting should concentrate on constructive dialogue about the CEO's performance against all sections of the performance agreement.

4.3.2. The meeting should identify any areas of concern and agreed actions to address those concerns.

4.3.3. The Council's governing body must advise the CEO, in writing, in clear terms, the outcome of any performance review.

4.3.4. The new performance agreement for the next period should be prepared as soon as possible after the completion of the previous period.

4.3.5. The agreement should be discussed by the governing body of the Council for discussion in a closed meeting together with the outcomes of the of the previous review period.

#### 4.4. Everyday Management and Oversight of the CEO

4.4.1. While one of the prescribed functions of the governing body is to monitor the CEO's performance, oversight of and liaison with the CEO should be undertaken by the mayor.

4.4.2. The mayor's role in the oversight of the CEO includes:

- Approval of leave
- Approving expenses incurred, and
- Receiving and managing complaints about the CEO in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*.

This table explains what is to be done, by whom and when.

STEP NUMBER	TIMELINE	RESPONSIBLE OFFICER	ACTION
1	At the commencement of each new Council term	Council	Provide induction training on performance management of the CEO
2	Within 3 months of the commencement date of the contract	Council or Council Panel CEO	A performance agreement setting out agreed performance criteria must be signed between the general manager and the Council

3	Within 2 months of the signing of the performance agreement	CEO	The CEO must prepare and submit to the Council an action plan which sets out how the performance criteria are to be met
4	21 days' notice (before annual review)	CEO	The CEO gives Council written notice that an annual performance review is due
5	At least 10 days' notice	Council Panel	The Council must give the CEO written notice that the performance review is to be conducted
6	After 6 months	Council Panel CEO	The Council may also decide, with the agreement of the CEO, to provide interim feedback to the CEO midway through the annual review period
7	Prior to the annual review	Council	Ensure all Councillors on the review panel have been trained in the performance management of CEOs
8	Prior to the annual performance review	CEO	The CEO may submit to Council a self-assessment of their performance
9	Annually	Council Panel CEO	The CEO's performance must be reviewed having regard to the performance criteria in the agreement
10	Annually	Council Panel CEO	The performance review must be reviewed and varied by agreement
11	Within 6 months of the conclusion of the performance review	Council Panel	Council will prepare and send to the CEO a written statement with Council's conclusions on the CEO's performance during the performance review period
12	As soon as possible after the receipt of the statement	Council Panel CEO	The CEO and the Council will agree on any variation to the performance agreement for the next period of review

## 5. THIS PROCEDURE HAS BEEN DEVELOPED IN CONSULTATION WITH

People and Culture

Governance Committee.

## 6. REFERENCES

*Corporations Act 2001*

*Local Government (General) Regulation 2021*

*Local Government Act (NSW) 1993*

Policy for the Appointment, Oversight, Performance Management and Separation of the Chief Executive Officer by Council, 2025

*Privacy and Personal Information Protection Act 1998*

Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW.

*Public Interest Disclosures Act 1994*

*State Records Act 1998*

*Work Health and Safety Act 2011*

## 7. ATTACHMENTS

Nil

## AUTHORISED BY

*Director Corporate Support*

## EFFECTIVE FROM

*This date is the date the procedure was approved by the Director.*

## REVIEW DATE

*The procedure must be reviewed every two years or more frequently depending on its category or if legislative or policy changes occur.*

## VERSIONS

*The current and previous version of the procedure should be set out in the following table.*

Version	Amended by	Changes made	Date	TRIM Number
First	PAC	Creation	21/05/2025	



## PROCEDURE FOR THE RECRUITMENT AND APPOINTMENT OF THE CEO

Adopted: *(Current date)*

TRIM 170914.2025



## PROCEDURE FOR THE RECRUITMENT AND APPOINTMENT OF THE CEO

**DIRECTORATE:** Corporate Support

**BUSINESS UNIT:** People & Culture

### 1. PURPOSE/ OBJECTIVES

The purpose of this procedure is to explain the process to be undertaken for the recruitment and selection/appointment of the Chief Executive Officer of Liverpool City Council.

This procedure supports the Policy for the Appointment, Oversight, Performance Management and Separation of the Chief Executive Officer by Council, and is consistent with the Guidelines provided by the Office of Local Government

### 2. SCOPE

This procedure is for the recruitment and selection of the CEO of Liverpool City Council. While it may be used as a basis for the recruitment of Senior executives, it is not for general use in the recruitment and selection of other staff. General recruitment and appointment are covered by the Recruitment and Appointment Policy (TRIM 352626.2024) and the Recruitment and Appointment Procedure (TRIM 072253.2025).

### 3. DEFINITIONS

**Act** – *The Local Government Act* (NSW) 1993.

**ASIC** – The Australian Securities and Investments Commission

**CEO** – Chief Executive Officer

**Council** – Liverpool City Council

**Governing Body** – The governing body is comprised of the elected members of Council, representing their local ward (constituency) in the governing of matters concerning the community of the Local government Area (LGA).

**Guidelines** – Guidelines for the Appointment and Oversight of General Managers, 2022.

**ICAC** – The Independent Commission Against Corruption.

**OLG** – Office of Local Government.

#### **4. PROCEDURE STATEMENT**

##### **4.1. Recruitment and Selection of the Chief Executive Officer**

- 4.1.1 When recruiting for a new CEO, the position must be advertised in a manner that is sufficient to enable suitably qualified persons to apply for the position as per section 223 of the Act.
- 4.1.2 Council must ensure that the appointment of the CEO is made using the principles of merit selection and equal employment opportunity (sections 349 and 344).
- 4.1.3 The recruitment process must be open and transparent while maintaining the confidentiality of the individual applicants. Failure to maintain appropriate confidentiality may constitute a breach of the Act, Council's Code of Conduct and the Privacy and Personal Information Protection Act 1998.
- 4.1.4 Council will engage an external recruitment consultant agency to assist them with the recruitment process. That agency should also have a role in verifying that due process and procedures are followed in the appointment of the CEO.
- 4.1.5 Best practice, consistent with the Guidelines, will be followed throughout the recruitment and selection process.
- 4.1.6 The governing body should delegate the task of recruitment to a selection panel, led by the mayor and approve the recruitment process. The panel will report back to the governing body on the process and recommend the most meritorious applicant for appointment by the Council.
- 4.1.7 The selection panel for the CEO should consist of at least the mayor, the deputy mayor, another Councillor and a suitably qualified person independent of the Council. The selection panel must, have a mix of genders.
- 4.1.8 Where practicable, the selection panel should remain the same throughout the recruitment process.
- 4.1.9 Council's governing body should delegate to one person (generally the mayor) the task of ensuring:
  - The selection panel is established
  - The CEO's position description is current and evaluated in terms of salary to reflect the responsibilities and duties of the position
  - The position is advertised according to the requirements of the Act
  - Information packages are prepared, and
  - Applicants selected for interview are notified.



- 4.1.10 The qualified member independent of Council, should be the contact person for the position and should maintain confidentiality with respect to contact by potential applicants.

#### 4.2 The Interview Process

- 4.2.1 Interviews should be held as soon as possible after candidates have been short-listed.
- 4.2.2 Questions should be designed to reflect the selection criteria and assist the selection panel to assess the suitability and merit of the candidate for the position
- 4.2.3 The identities of all persons being interviewed must be kept confidential.
- 4.2.4 All written references must be checked by the independent selection panel member. The selection panel must delegate the task of contacting referees to one member. Other panel members should not contact referees.
- 4.2.5 At least two (2) referees must be contacted and asked questions about the candidate relevant to the selection criteria. If contact with someone other than a nominated referee is required, the applicant's permission must be sought and given.
- 4.2.6 Where tertiary qualifications are relied on, they should be produced for inspection and verification.
- 4.2.7 All appropriate background checks must be undertaken, e.g. bankruptcy and criminal record checks, and whether the candidate has been disqualified from managing a corporation by ASIC. Liverpool Council is a Child Safe Organisation and as such a Working with Children Check is also required.
- 4.2.8 Further guidance on best practice recruitment checks can be obtained by consulting Standard AS 4811:2022 Workforce Screening and ICAC's publication, Strengthening employment screening practices in the NSW public sector.
- 4.2.9 The selection panel is responsible for preparing a report to the Council's governing body that:
- Outlines the selection process
  - Recommends the most meritorious applicant with reasons
  - Recommends an eligibility list if appropriate
  - Recommends that no appointment is made if the outcome of the interviews is that there are no suitable applicants.
  - The report should be confidential and reported to a closed meeting of the Council.

#### 4.3 Finalising the Appointment of the CEO

- 4.3.1 The appointment of a CEO is a non-delegable function of the Council under section 377(a).
- 4.3.2 Council's governing body must by resolution approve the position of the CEO being offered to the successful candidate before the position is offered to the candidate.
- 4.3.3 The mayor makes the offer of employment after the governing body has resolved to appoint the successful candidate. The initial offer may be made by phone.
- 4.3.4 Conditions such as term of the contract (1-5 years) and remuneration package, which must be determined by the panel within the range approved by the governing body of the Council, can also be discussed by telephone but must be confirmed in writing.
- 4.3.5 The standard contract of employment for general managers/ CEOs approved by the Departmental Chief Executive of the Office of Local Government under section 338 of the Act must be used.
- 4.3.6 CEOs must be employed for between 1-5 years.
- 4.3.7 The CEO contract governs:
  - The duties and functions of CEOs
  - Performance agreements
  - The process for renewal of employment contracts
  - Termination of employment and termination payments
  - Salary increases, and
  - Leave entitlements
- 4.3.8 Candidates who are placed on the eligibility list and unsuccessful applicants should be advised of the outcome of the recruitment process before the successful applicant's details are made public.

#### 4.4 Record Keeping

- 4.4.1 Council will retain all records created as part of the recruitment process including the advertisement, position description, selection criteria, questions asked at interview, interview panel notes, selection panel reports and notes of any discussions with the selected candidate.
- 4.4.2 These records are required to be stored and disposed of in accordance with the *State Records Act 1998*.

*The standard explains what is to be done, by whom and when.*

RESPONSIBLE OFFICER	STEP NUMBER	ACTION
Council	1	Engage an external recruitment consultant to assist with the recruitment.
Council	2	Delegate recruitment to a selection panel led by the mayor.
Council	3	Approve the recruitment process.
Mayor	4	Appoint selection panel consisting of the Mayor, the deputy mayor, another Councillor and a suitably qualified person independent of Council and a mix of genders.
Mayor	5	Review position description, proposed salary, advertisement as per Act, information packages prepared, and applicants selected for interview notified.
Mayor and Recruitment Consultant	6	Prepare questions to reflect selection criteria
Selection Panel	7	Conduct Interviews
Nominated Panel Member	8	Conduct Reference checks and appropriate background checks, including bankruptcy, police record check, working with children check, and any tertiary qualifications verified, if required.
Selection Panel	9	Prepare selection panel report and outcome of interview process.
Council	10	Approve selection by resolution before the position is offered to successful candidate.
Mayor	11	Makes offer to successful candidate and confirms terms of Contract.
Mayor	12	Notify all unsuccessful candidates and those placed on an eligibility list of outcome before the successful applicant's details are made public.

## 5 THIS PROCEDURE HAS BEEN DEVELOPED IN CONSULTATION WITH

People and Culture  
 Governance Committee

## 6. REFERENCES

Corporations Act 2001  
Liverpool City Council – Policy for the Appointment, Oversight, Performance  
Management and Separation of the Chief Executive Officer by Council 2025  
Local Government (General) Regulation 2021  
Local Government Act (NSW) 1993  
Office of Local Government: Guidelines for the Appointment and Oversight of  
General Managers, 2022.  
Privacy and Personal Information Protection Act 1998  
Public Interest Disclosures Act 1994  
State Records Act 1998  
Work Health and Safety Act 2017.

## ATTACHMENTS

*Nil*

## AUTHORISED BY

*Director Corporate Support*

## EFFECTIVE FROM

*This date is the date the procedure was approved by the Director.*

## REVIEW DATE

*The procedure must be reviewed every two years or more frequently depending on its  
category or if legislative or policy changes occur.*

## VERSIONS

*The current and previous version of the procedure should be set out in the following  
table.*

Version	Amended by	Changes made	Date	TRIM Number
New	PAC	Created	May 2025	