

COUNCIL AGENDA

GOVERNANCE COMMITTEE MEETING

10 March 2026



You are hereby notified that a **Governance Committee Meeting** of Liverpool City Council will be held at **LEVEL 11 BOARDROOM, 50 SCOTT STREET LIVERPOOL, LIVERPOOL NSW 2170** on **Tuesday, 10 March 2026** commencing at 2:00 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".

Jason Breton
CHIEF EXECUTIVE OFFICER

Statement of Ethical Obligations

Oath or Affirmation of Office

In taking the Oath or Affirmation of Office, each Councillor has made a commitment to undertake the duties of the office of councillor in the best interests of the people of Liverpool and Liverpool City Council and that they will faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the Local Government Act 1993 or any other Act to the best of their ability and judgment.

Conflicts of Interest

A councillor who has a conflict of interest in any matter with which the council is concerned, and who is present at a meeting of the council when the matter is being considered, must disclose the interest and the nature of the interest to the meeting as soon as practicable. Both the disclosure and the nature of the interest must be recorded in the minutes of the Council meeting where the conflict of interest arises. Councillors should ensure that they are familiar with Parts 4 and 5 of the Code of Conduct in relation to their obligations to declare and manage conflicts of interests.

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General recording of meeting announcement

Acknowledgment/s

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NIL

Conclusion of the meeting



**MINUTES OF THE GOVERNANCE COMMITTEE MEETING
HELD ON 10 FEBRUARY 2026**

PRESENT:

Mayor Ned Mannoun
Deputy Mayor Harle
Councillor Adjei (online)
Councillor Ammoun
Councillor Harte (online and in-person)
Councillor Macnaught
Mr Jason Breton, Chief Executive Officer
Mr Farooq Portelli, Director Corporate Support
Ms Tina Bono, Director Community & Lifestyle
Ms Lina Kakish, Director Planning & Compliance
Mr Peter Scicluna, Director Operations
Mr David Galpin, General Counsel
Mr Vishwa Nadan, Chief Financial Officer
Ms Julie Scott, Manager City Economy
Ms Casey Walton, Community Engagement Officer
Ms Brianna Van Zyl, Acting Coordinator Strategic Planning
Ms Mary Ellen Trimble, Strategic Planner
Ms Lamiokor Wellington, Strategic Planner
Mr Adrian Doherty, Principal Transport Planner
Ms Ashlyn Narayan, Acting Project Manager
Mr Dinis Candeias, Acting Coordinator City Design and Public Domain
Mr Tim Pasley, Manager Circular Economy
Mr Mark Hannan, Manager City Planning
Ms M'Leigh Brunetta, Manager Civic and Executive Services
Ms Katrina Harvey, Councillor Executive and Support Officer
Ms Gabriella Rojas, Acting Councillor Executive and Support Officer

EXTERNAL PRESENTERS

Mr Jason Monaghan, Complete Urban
Ms Erin Oxnam, Complete Urban

The meeting commenced at 2.03pm.

OPENING MEETING

The Mayor read the following:

In accordance with clause 5.37 of Council's Code of Meeting Practice, I inform the persons attending this meeting that:

- (a) the meeting is being recorded; and
- (b) persons attending the meeting should refrain from making any defamatory statements.

ACKNOWLEDGEMENT/S

The Acknowledgement of Country was read by the Mayor.

APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE OR ATTENDANCE BY AUDIO-VISUAL LINK BY COUNCILLORS

Motion: **Moved: Mayor Mannoun** **Seconded: Clr Macnaught**

That Clrs Ristevski and Ibrahim be noted as apologies for this meeting.

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

The Mayor acknowledged that Clrs Harte and Adjei were attending the meeting online, requested that cameras be switched on, and advised if quorum was met.

CONFIRMATION OF MINUTES (PREVIOUS MEETING)

Motion: **Moved: Mayor Mannoun** **Seconded: Clr Macnaught**

That the minutes of the Governance Committee Meeting held 3 December 2025 be confirmed as a true record of that meeting.

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

*Note: Clrs Ristevski and Ibrahim were apologies for the meeting.
Clrs Karnib and Monaghan were not present at the meeting.*

DECLARATIONS OF INTEREST

Mayor Mannoun declared a non-pecuniary, less than significant interest in the following item:

Item: ITEM 01 – Amendment to the State Environmental Planning Policy (Precincts – Western Parkland City) 2021 – 495 Fourth Avenue, Austral.

Reason: Mayor Mannoun’s children attend the school located across the road from the property.

Mayor Mannoun remained in the boardroom for the duration of this item.

ITEM 05 was brought forward for discussion to facilitate external presenters.

STRATEGIC PRIORITIES COMMITTEE

ITEM NO: ITEM 05
FILE NO: 033083.2026
SUBJECT: Woodward Park Masterplan

COMMITTEE DECISION

Motion: **Moved: Clr Harte** **Seconded: Clr Macnaught**

That the Governance Committee:

- 1. Receives and notes this report.

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

Clr Harte entered the boardroom and joined the meeting in-person at 2:14pm.

Clr Harte left the boardroom at 2:15pm.

Clr Harte returned to the boardroom at 2:18pm.

During discussion, Mayor Mannoun declared a non-pecuniary, less than significant interest in the following matter and remained in the boardroom for the duration of the item.

INFRASTRUCTURE AND PLANNING COMMITTEE

ITEM NO: ITEM 01
FILE NO: 031843.2026
SUBJECT: Amendment to the State Environmental Planning Policy (Precincts - Western Parkland City) 2021 – 495 Fourth Avenue, Austral

COMMITTEE DECISION

Motion: **Moved: Mayor Mannoun** **Seconded: Clr Macnaught**

That the Governance Committee:

1. Receives and notes this Report;
2. Receives and notes the advice of the Liverpool Local Planning Panel;
3. Endorses “in principle” the Proponent-initiated Planning Proposal to amend Schedule 1 of Appendix 4 of the *State Environmental Planning Policy (Precincts – Western Parkland City) 2021* to permit a ‘recreation facility (indoor)’ as an additional permitted use at 495 Fourth Avenue, Austral (121 DP 1220414);
4. Forwards the Proponent-initiated Planning Proposal to the Department of Planning, Housing and Infrastructure pursuant to Section 3.34 of the *Environmental Planning and Assessment Act 1979* seeking a Gateway Determination, with a request that Council be authorised as the Local Plan Making Authority;
5. Subject to Gateway Determination, undertakes public exhibition and community consultation in accordance with the conditions of the Gateway Determination and Council’s Community Participation Plan 2025; and
6. Receives a Post-Exhibition Report on the outcomes of the public exhibition.

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

Councillors voted unanimously for this item.

Clr Adjei left the online meeting at 2:30pm.
Clr Adjei rejoined the meeting online at 2:31pm.

Clr Ammoun left the boardroom at 2:32pm.
Clr Ammoun returned to the boardroom at 2:34pm.

ITEM NO: ITEM 02
FILE NO: 031856.2026
SUBJECT: Amendment to the State Environmental Planning Policy (Precincts - Western Parkland City) 2021 - 330-350 Eighth Avenue, Austral

Prior to the meeting, Councillor Ristevski submitted questions in relation to this item due to being an apology. These questions were addressed in detail during the meeting for the information of all Councillors. Councillors were provided with an opportunity to ask further questions. The questions and corresponding responses are recorded below.

Planning integrity and precedent

1. If Council approves this because “the reforms are coming anyway”, how many other B1 sites will now expect identical treatment?
I want a list.
2. What is the justification for a site-specific SEPP amendment instead of waiting for the State-wide SEPP update?
If there is no urgency, there is no justification.
3. Has Council refused similar requests elsewhere under the same SEPP?
If yes, explain the inconsistency.
4. What legal risk does Council face if future applicants are refused after this precedent is set?

Response from Planning and Design: The Site-Specific Planning Proposals for 495 Fourth Avenue, Austral & 330-350 Eighth Avenue, Austral are privately initiated Planning Proposals. Council is required to assess Planning Proposals within the specified timeframes under the Local Plan Making Guidelines (August 2023).

Traffic, parking and amenity impacts

5. Was the approved supermarket DA traffic model based on retail use only?
Gyms peak early morning and evenings. That is a different traffic profile.
6. Will the gym require a new or amended traffic and parking assessment?
If yes, why is that not required before endorsing the planning change?
7. Does the existing parking approval legally accommodate gym peak demand?
I want numbers, not opinions.

Response from Planning and Design: The Privately initiated Planning Proposal was supported by a Traffic Report which estimated traffic generation from both the approved Commercial Tenancy, as well as the potential gym. The traffic report estimated the conversion of a commercial tenancy to ‘gym’ would result in a minor increase of 3% on traffic effects on the approved development. This was additional traffic was assessed by Council’s Traffic Experts and determined not to require any additional mitigation should it be approved.

Additionally, a gym is classified as a *recreation facility (indoor)*, and the Codes SEPP does not explicitly allow a recreation facility (indoor) to be approved as a CDC. Therefore, a DA is required for a recreation facility (indoor) in a B1 Zone.

Governance and costs

8. What is the internal cost to Council of processing this planning proposal to finalisation?
Staff hours, legal review, exhibition and reporting.
9. Why is the financial implication listed as “nil” when Council resources are clearly being used?
This is a governance accountability question.
10. Will the proponent enter into a Planning Agreement or cover Council’s planning costs?
If not, ratepayers are subsidising a private planning uplift.

Response from Planning and Design: This is in line with Council's fees and charges. The planning proposal is at the approximately \$28,000. This fee covers staffing and public exhibition costs.

Strategic consistency

11. If B1 is effectively being treated as E1, why not apply this change consistently across the LGA instead of site by site?
This exposes the piecemeal approach.
12. How does this align with Council’s adopted strategic planning priorities for Austral?

Response from Planning and Design: Yes, the B1 neighbourhood centre zone and B2 Local Centre zone were merged as part of NSW Government’s reform in 2023. However, these updates are not yet reflected in the SEPP.

The subject proposal was put forward as a private initiated planning proposal. Therefore, it’s not part of a wider strategic priority. The local plan making guidelines required council to assess proponent initiated lodged.

Community impact and transparency

13. Why was this item deferred from the Ordinary Meeting if no amendments or new information are proposed?
14. Will Council support refusal if the community objects during exhibition?

Response from Planning and Design: Both planning proposals were deferred to enable further discussion at the next Governance Committee. If supported by Council and DPHI at Gateway, the proposal will be placed on public exhibition. Following this, a further report will be tabled for Council.

COMMITTEE DECISION

Motion: **Moved: Cllr Ammoun** **Seconded: Cllr Macnaught**

That the Governance Committee:

1. Receives and notes this Report;
2. Receives and notes the advice of the Liverpool Local Planning Panel;
3. Endorses “in principle” the Proponent-initiated Planning Proposal to amend Schedule 1 of Appendix 4 of the *State Environmental Planning Policy (Precincts – Western Parkland City) 2021* to permit a ‘recreation facility (indoor)’ as an additional permitted use at 330-350 Eighth Avenue, Austral (Lot 940 DP 1265677);
4. Forwards the Proponent-initiated Planning Proposal to the *Department of Planning, Housing and Infrastructure* pursuant to Section 3.34 of the *Environmental Planning and Assessment Act 1979* seeking a Gateway Determination, with a request that Council be authorised as the Local Plan Making Authority;
5. Subject to Gateway Determination, undertakes public exhibition and community consultation in accordance with the conditions of the Gateway Determination and Council’s Community Participation Plan 2025; and
6. Receives a Post-Exhibition Report on the outcomes of the public exhibition.

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

BUDGET COMMITTEE

ITEM NO: ITEM 03
FILE NO: 016658.2026
SUBJECT: Finance Report - December 2025

COMMITTEE DECISION

Motion: **Moved:** Cllr Ammoun **Seconded:** Cllr Macnaught

That the Governance Committee:

1. Receive and note the report and items discussed in the meeting; and
2. Requests a workshop on strategic financial decisions be held in March, scheduled to align with existing training where possible for convenience.

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

RECESS

Mayor Mannoun called a recess of the meeting at 3:20pm.

RESUMPTION OF MEETING

Mayor Mannoun resumed the meeting at 3:35pm.

Mayor Mannoun left boardroom at 3.42pm.

Mayor Mannoun returned to the boardroom at 3.47pm.

STRATEGIC PRIORITIES COMMITTEE

ITEM NO: ITEM 04
FILE NO: 033028.2026
SUBJECT: Case Study for Local Government Entity Formation

COMMITTEE DECISION

Motion: **Moved:** Deputy Mayor Harle **Seconded:** Clr Ammoun

That the Governance Committee:

1. Agree to undertake a case study and options analysis of the optimal operating model for commercialising circular economy activities, including if appropriate, preparation of a proposal in accordance with OLG’s Formation of Corporations and Entities Guideline.
2. Approve the allocation of \$100,000 from General Funds to support the project.
3. Note that the case study will not authorise the establishment of a separate entity and Council and ministerial approval will be required before taking that step.
4. Note that the outcomes of the case study will be reported back to Council for further consideration and decision.

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

Mayor Mannoun left the boardroom at 4.26pm.
Mayor Mannoun returned to the boardroom at 4.29pm.

Mayor Mannoun left the boardroom at 4.31pm.
Mayor Mannoun returned to the boardroom at 4.31pm.

Clr Harte left the boardroom at 4.47pm.
Clr Harte returned to the boardroom at 4.49pm.

CONFIDENTIAL ITEMS

ITEM NO: CONF 01
FILE NO: 006768.2026
SUBJECT: Streetscape Design for George Street and Moore Street, Liverpool - Project Update

COMMITTEE DECISION

Motion: **Moved:** Cllr Ammoun **Seconded:** Cllr Harte

That the Governance Committee:

1. Receive and note this Report.
2. Receive and note the Community & Stakeholder Engagement Report.
3. Defer the progress of the detailed design for George Street and Moore Street, Liverpool to the next Governance Committee Meeting.

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

Cllr Ammoun left the boardroom and retired from the meeting at 5:12pm.

Mayor left the boardroom at 5:13pm.

Mayor returned to the boardroom at 5:17pm.

GENERAL BUSINESS

1. MOOREBANK CUSTOMER SERVICE HUB

A memo was circulated to Councillors for their information on 29 January 2026 outlining the rationale for the proposed closure of Council’s Customer Service Hub at Moorebank. The memo is attached to the minutes as a formal record.

The discussion highlighted the importance of providing the community with timely and sufficient communication in the lead-up to the closure to ensure they are adequately informed, and aware of alternative options for service.

To: The Mayor and Councillors
From: Tina Bono, Director Community and Lifestyle
Date: 28 January 2026
Subject: Moorebank Customer Service Hub
Reference: 023645.2026

For the Information of Councillors – this item will be discussed in General Business at the February Governance meeting

Purpose

This memo outlines the rationale for the proposed closure of Council's customer service hub at Moorebank. The recommendation follows a review of service usage patterns, operational efficiency, and opportunities to better align resources with community needs.

Background

Council currently maintains a customer service presence at Moorebank in addition to the primary service centre in Liverpool (Yellamundie). As part of ongoing service optimisation, an assessment was undertaken to determine whether the Moorebank site continues to provide value relative to its operational cost and demand.

Key Considerations

1. Proximity to the Liverpool Service Centre

The Liverpool Customer Service Centre is located a short distance from Moorebank and offers the same, and in many cases broader, services. Community access to the Liverpool hub is well-supported by public transport and parking availability. The proximity reduces the operational need for a secondary centre at Moorebank.

2. Inconsistent and Low Customer Traffic

Analysis of visitation data shows that customer traffic at the Moorebank hub has been inconsistent over an extended period. Peak periods are infrequent, and overall demand

no longer justifies maintaining a full-service physical presence. Many customers are library visitors that engage with the service.

3. Optimisation of Resources

Consolidating services at the Liverpool centre will allow Council to redirect staffing and operational resources into higher-demand areas and digital service improvements. This will enhance service levels while reducing duplicated resourcing across multiple sites.

4. Customer Access to Alternative Channels

Council's digital platforms, telephone support, and the primary Liverpool centre and Carnes Hill continue to provide reliable and accessible channels for service. These options ensure that customer needs can be met without a dedicated Moorebank site.

Recommendation

That Council proceeds with the closure of the Moorebank Customer Service Hub and communicates the change to the community with adequate notice and clear information on alternative service options.

If you have any further enquiries in relation to the above issue, please do not hesitate to contact Anna Rizos, Manager Customer Experience on 0418539337.

T. Bono

Tina Bono
Director Community and Lifestyle

THE MEETING CLOSED AT 5.22PM.

<Signature>

Name: Ned Mannoun

Title: Mayor

Date: 10 March 2026

I have authorised a stamp bearing my signature to be affixed to the pages of the Minutes of the Governance Meeting held on 10 February 2026. I confirm that Council has adopted these Minutes as a true and accurate record of the meeting.

.....

Chairperson

ITEM 01

**Voluntary Planning Agreements - Quarterly
Status Report - March 2026**

Strategic Objective	Visionary, Leading, Responsible Ensure Council is accountable and financially sustainable through the strategic management of assets and resources
File Ref	003963.2026
Report By	Serina Al Abbass - Contributions Planning Officer
Approved By	Lina Kakish - Director Planning & Design

EXECUTIVE SUMMARY

At the Ordinary Meeting of Council on 12 December 2024, Council unanimously endorsed the quarterly reporting to Council (via the 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 these, 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 must 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 at a preliminary discussion stage, under negotiation and executed.

RECOMMENDATION

That the Governance Committee receives and notes this Report.

REPORT

As of 17 February 2026, Council has four (4) Planning Agreements at the preliminary discussion stage, six (6) Planning Agreements formally “under negotiation”, one (1) Planning Agreement under public exhibition, and 18 Planning Agreements “executed”. Further details of these Planning Agreements are provided in **Attachment 1**.

FINANCIAL IMPLICATIONS

There are no financial implications relating to this recommendation.

CONSIDERATIONS

Economic	Facilitate economic development.
Environment	There are no environmental and sustainability considerations.
Social	There are no social and cultural considerations.
Civic Leadership	Provide information about Council’s services, roles and decision-making processes. Operate a well-developed governance system that demonstrates accountability, transparency and ethical conduct.
Legislative	<i>Environmental Planning and Assessment Act 1979</i> <i>Environmental Planning and Assessment Regulation 2021</i>
Risk	There is no risk associated with this Report.

ATTACHMENTS

1. Attachment 1 - Planning Agreements Status Report - February 2026

Attachment 1 - VPA Status Report to Council at 17 February 2026

TRIM:152156.2025

No.	VPA Number	Applicant	Description	Location	Executed
Preliminary Stage					
1	VPA-41	Holsworthy Shopping Centre Pty Ltd	Preliminary Discussions	2 Macarthur Drive, Holsworthy, NSW 2173	N/A
2	VPA-62	Ingham Property Group (IPG)	Under Negotiation	475 Badgerys Creek Road, Bradfield NSW 2555	N/A
3	VPA-65	Formus Property Pty Ltd	Under Negotiation	125 & 145-175 Lawson Drive, Badgerys Creek NSW 2555	N/A
4	VPA-67	Goodman Australia Development Partnership	Under Negotiation	225, 235 and 245 Martin Road, Bradfield NSW 2555	N/A
VPAs Under Negotiations					
1	VPA-58	Bradfield Development Authority	Delivery of works, lands and monetary contributions	Bradfield City Centre - 215 Badgerys Creek Road, Bradfield NSW 2555	N/A
2	VPA-59	Hodge Development	Delivery of works, lands and monetary contributions	Lot 2 DP 817692 Pleasure Point Road and Lot 1 DP 875804 Heathcote Road, Pleasure Point 2172	N/A
3	VPA-61	J.C & F.W. Kennett Pty Ltd	Under Negotiation	Lot 15 Glenfield Road, Casula NSW 2170	N/A
4	VPA-63	Blue Fountain Pty Ltd	Monetary contributions	LOT 97 & 100 DP 1217431, Edmondson Park	N/A
5	VPA-64	Greenfield Development Company (GDC)	Under Negotiation	1675 The Northern Road, Bringelly NSW 2556	N/A
6	VPA-66	Homes NSW	Under Negotiation	Mannix Parade, McGirr Parade, Hinkler Avenue & Hume Highway Warwick Farm NSW 2170	N/A
VPAs Under Exhibition					
1	VPA-45	Landcom	Delivery of works, lands and monetary contributions	Precincts 3, 5 and 9 Edmondson Park NSW 2174	N/A
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
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
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
4	VPA-10	Giovanni DeFilippis & Amelia DeFilippis	Monetary Contribution	90 Flynn Ave, Middleton Grange NSW 2171	11/12/2012
5	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
6	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
7	VPA-15	Sanfilippo Investments Pty Ltd	Monetary Contribution	75 Flynn Ave, Middleton Grange NSW 2171	15/01/2019
8	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
9	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
10	VPA-19	Shepherd Street Developments Coronation	Monetary Contribution; Pedestrian & Cycle Pathway	Paper Mill Eatery, 20 Shepherd Street, Liverpool NSW 2170	16/11/2017
11	VPA-34	Six Central Avenue Pty Ltd	Monetary Contribution	85 Flynn Ave, Middleton Grange NSW 2171	2012
12	VPA-36	ZHC Investments Pty Limited	Affordable housing /affordable housing Lots	8 Hoxton Park Road, Liverpool NSW 2170	10/08/2021
13	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
14	VPA-39	Frasers Property Australia (FPA)	Delivery of works, lands and monetary contributions	Edmondson Park Town Centre (South) NSW 2174	21/01/2026
15	VPA-42	Vicliz Pty Ltd	Leppington Town Centre VPA	1370 Camden Valley Way, Leppington NSW 2179	11/02/2022
16	VPA-54	Giuseppe Morizzi and Rosa Morizzi	Monetary Contribution	80 Flynn Ave, Middleton Grange NSW 2171	2012
17	VPA-55	Anthony John Natoli	Monetary Contribution	100 Southern Cross Ave, Middleton Grange NSW 2171	26/03/2012
18	VPA-60	EG Property Group	Monetary contributions	1411 The Northern Road, Bringelly	In progress

Itemised Executed VPA Summary

ITEM NO.	ITEM OF WORK	DESCRIPTION OF CONTRIBUTIONS	TIME OF COMPLETION	STATUS
VPA-6 -Lot 29 Cowpasture Road, Hinchinbrook				
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	Complete
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 Council for 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	Complete
VPA-8 - Inglis, Coopers Paddock, Warwick Farm (Australian Turf Club Limited)				
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	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	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	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	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,	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,	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,	Complete
VPA-9 - New Brighton Golf Course & Club, 43 Brickmakers Drive, Moorebank NSW 2170				

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 create 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 create 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 create the first Residential Lot	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	In-Progress
		(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	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	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	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
VPA-10 - 90 Flynn Ave, Middleton Grange NSW 2171				
	Monetary Contributions		Prior to the issue of a Subdivision Certificate	In-Progress
VPA-11 - 146 Newbridge Road, Moorebank NSW 2170				
1a	Embellishment of Northern Island Section Designated Land	Removal of waste and fill to existing or otherwise approved finished ground level. Removal of visible surface waste on foreshore. Removal or other appropriate management of any site contamination. Stabilisation of the river bank/wall	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
1b	Embellishment of Southern Island Section Designated Land	Removal of waste and fill to existing or otherwise approved finished ground level. Removal of visible surface waste on foreshore. Removal or other appropriate management of any site contamination. Stabilisation of the river bank/wall	Prior to the dedication of the Southern Island Section Designated Land to Council	In-Progress
1c	Dedication of the Northern Island Section Designated Land	Dedication of the Northern Island Section Designated Land to Council	Two (2) years after the earlier of: - the date that the Northern Island Section Works are required to be Completed under this agreement; and	In-Progress
1d	Dedication of the Southern Island Section Designated Land	Dedication of the Southern Island Section Designated Land to Council	The earlier of: - if an Occupation Certificate for the Marina Development is issued before 30 June 2033 the date of the issue of that Occupation Certificate; and	In-Progress
2a	Development of a Vegetation Management Plan	Plan developed by consultants for initial planting and maintenance and approved by Council.	Before the issue of any Subdivision Works Certificate for the riverbank rock	Complete
2b	Completion of works described in the Vegetation Management Plan within the Northern Island Section Designated Land	Removal of Noxious Weeds	By the earlier of: 1) the issue of a Subdivision Certificate for a plan that when registered would create the one hundred fifty first (151st) Residential Lot within the Development; or 2) the Completion of the embellishment	In-Progress
2c	Completion of works described in the Vegetation Management Plan within the Southern Island Section Designated Land	Removal of Noxious Weeds Restored and enhanced in keeping with surrounding indigenous species in accordance with approved Vegetation Management Plan.	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	In-Progress
2d	Conduct of maintenance works described in the Vegetation Management Plan and Maintenance Schedule with respect to the Northern Island Designated Land	As set out in the Vegetation Management Plan and Maintenance Schedule	Two (2) years after the dedication of the Northern Island Section Designated Land.	In-Progress

2e	Conduct of maintenance works described in the Vegetation Management Plan and maintenance Schedule with respect to the Southern Island Designated Land	As set out in the Vegetation Management Plan and Maintenance Schedule	Two (2) years after the dedication of the Southern Island Section Designated Land.	In-Progress
3a	Construction of "Bike/Pedestrian Path" through the Northern 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	Complete
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	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	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	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	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	Complete
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	Complete
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
VPA-12 - 124 Newbridge Road, Moorebank NSW 2170				
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	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	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	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	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	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	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	Not Started
VPA-15 - 75 Flynn Ave, Middleton Grange NSW 2171				
	Monetary Contributions		Prior to the issue of a Subdivision Certificate	In-Progress
VPA-17 - 220-230 Northumberland Street, Liverpool NSW 2170				

	Monetary Contribution		Prior to the issue of any Construction	Not Started
VPA-18 - Liverpool Mega centre, 10 Orange Grove Road, Warwick Farm NSW 2170				
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 the 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	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	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. 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.	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. Roadwork Commencement The obligation to undertake this Item of Work will commence following the granting of the Construction Certificate for the Development. Roadwork Completion	Not Started
VPA-19 - Paper Mill Eatery, 20 Shepherd Street, Liverpool NSW 2170				
1	Transport Service	Establish and operate a publicly accessible shuttle bus service that connects the Development to the Liverpool CBD on the following basis: 1. The service is to be at no cost to the public 2. The service must operate between the Development and Liverpool Railway Station. 3. the service must collect and drop off passengers at the Development, Casula Railway Station and Liverpool Station. 4. The service must be provided on each weekday during the year that is not a public holiday in NSW. 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 6. The service must be provided using a wheelchair accessible air conditioned vehicle with a capacity of approximately 70 passengers.	The bus service must: 1. commence on a date that is prior to the issue of any Occupation Certificate for the 600th dwelling within the Development; and 2. continue for five (5) years from the date of the issue of any Occupation Certificate for the 600th dwelling within the Development.	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	Contribution towards local traffic and transport infrastructure and service infrastructure. The contribution must be paid for each dwelling erected on 20 Sheperd Street in excess of 309. The contribution must be paid for each dwelling erected on 26 Shepherd Street in excess of 87. The contribution must be paid for each dwelling erected on 28 Shepherd Street in excess of 184. The contribution must be paid for each dwelling erected on 32-34 Shepherd Street in excess of 126. the contribution must be paid for each dwelling erected on 31 Shepherd Street in excess of 127. the contribution must be paid for each dwelling erected on 33 Shepherd Street in excess of 119.	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> <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 words 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>	On or before the issue of any Occupation Certificate for the 500th dwelling within the Development.	Complete
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.	Complete
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
VPA-34 - 85 Flynn Ave, Middleton Grange NSW 2171				
	Monetary Contributions		Prior to the issue of a Subdivision Certificate	In-progress
VPA-36 - 8 Hoxton Park Road, Liverpool NSW 2170				

Schedule 3	Provision of Affordable Housing Lots	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 Upon the registration of any strata plan of subdivision with respect to the Development. minimum the following composition Affordable of Housing Lots: (1) 1 x 1 Bedroom Affordable Housing Lot. (2) 2 x 2 Bedroom Affordable Housing Lot. (3) 1 x 3 Bedroom Affordable Housing Lot. standard to all other residential lots with a similar and comparable standards to all other residential lots within the development.	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
VPA-37 - Middleton Grange Town Centre				
B1	New Park 2	Dedication of New Park 2 to Council. The area comprising the New Park 2 will be generally consistent with the area coloured blue and marked "PARK 2" at Schedule 5. The land within New Park 2 to be dedicated to Council is the land not currently owned by Council that will be zoned RE1	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	In-Progress
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	In-Progress
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	In-Progress
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	In-Progress
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	In-Progress
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	In-Progress
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	In-Progress
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
VPA-39 - Edmondson Park Town Centre (South) NSW 2174				
B2	Land Dedication	Bernera Rd (MacDonald Rd) south of The Green Way intersection. Excluding Campbelltown Rd/Bernera Rd (MacDonald Rd) intersection (completed by Transport for NSW) as detailed on the Public Benefit Plan.	Completed	Completed
B3	Land Dedication	Bernera Rd (MacDonald Rd) north of The Green Way intersection as detailed on the Public Benefit Plan.	Completed	Completed
B12	Land Dedication	Eastern Park, being Lot 101 DP1238023, and as detailed on the Public Benefit Plan.	Prior to the issue of the 1100th Occupation Certificate for a Dwelling in the	Not started
B21	Land Dedication	Town Park as detailed on the Public Benefit Plan.	Prior to the issue of the 951st Occupation Certificate for a Dwelling in the	Not started
B21A	Land Dedication	Local Park as detailed on the Public Benefit Plan.	Prior to the issue of the 951st Occupation Certificate for a Dwelling in the	Not started
B25	Land Dedication	Henderson Rd east of Soldiers Parade as detailed on the Public Benefit Plan.	Prior to the issue of the 1100th Occupation Certificate for a Dwelling in the	Not started
B2	Traffic Intersection	Bernera Rd (MacDonald Rd) south of The Green Way intersection excluding Campbelltown Rd/Bernera Rd (MacDonald Rd) intersection works (completed by Transport for NSW), as identified on the Public Benefit Plan.	Completed	Completed
B3	Road Works	Bernera Rd (MacDonald Rd) north of The Green Way intersection as identified on the Public Benefit Plan.	Completed	Completed
B4	Road Works	Retaining wall to support Bernera Rd (MacDonald Rd), as identified on the Public Benefit Plan.	Completed	Completed

B9	Road Works	Upgrade of Soldiers Parade between Henderson Road and Campbelltown Road (excluding Soldiers Parade and Campbelltown Road RMS intersection works) as identified on the Public Benefit Plan, including: (a) Construction of 2.5m wide concrete footpaths south of the roundabout. (b) Construction of 2.5m wide concrete footpaths south-west of the roundabout (complete as at the date of this document). (c) Construction of 2.5m wide concrete footpaths north-east of the roundabout. (d) Construction of 3m wide concrete footpaths north-west of the roundabout. (e) Construction of four new raised pedestrian crossings (complete as at the date of this document). (f) Modification and extension of the existing median island and associated roundabout works. (g) Landscaping including street trees, mulching and turf. (h) Street lighting (complete as at the date of this document).	Prior to the issue of the 951st Occupation Certificate for a Dwelling in the Development.	Not started
B12	Public Park	Eastern Park as identified on the Public Benefit Plan, including: (a) Construction of cycle and pedestrian paths. (b) Construction of gravel walking trails. (c) Construction of boardwalk. (d) Landscaping including retention, protection and replanting of vegetation with endemic species. (e) Park furniture including pavilion, benches, exercise stations, bicycle parking and waste bins. (g) Wayfinding and public art including entry signage and interpretation features.	Prior to the issue of the 1100th Occupation Certificate for a Dwelling in the Development.	Not started
B21A	Public Park	Local Park as identified on the Public Benefit Plan, including: (a) Embellishment of approx. 2,639m ² park including multi-purpose lawn and informal recreation area. (b) Perimeter landscaping including tree planting and garden beds. (c) Hardscape elements including perimeter benches and footpaths.	Prior to the issue of the 951st Occupation Certificate for a Dwelling in the Development.	Not started
B25	Road Works	Henderson Rd east of Soldiers Parade as identified on the Public Benefit Plan, including: (a) Construction of new road reserve works including pavement, kerb, nature strip and 2.5m wide concrete shared paths along Henderson Pd or alternative location for connection through the Precinct to Eastern Park to be agreed with Council. (b) Construction of a retaining wall along the rail boundary including footing, drainage, safety barrier and certification. (c) Stormwater drainage including pits, pipes and connections. (d) Street lighting. (e) Signage, line marking and landscaping.	Prior to the issue of the 1100th Occupation Certificate for a Dwelling in the Development.	Not started
B28	Bus Shelter	Construction of four new bus stop shelters (two on Macdonald Road and two on Soldiers Parade) as identified in the Public Benefit Plan	Prior to the issue of the 951st Occupation Certificate for a Dwelling in the Development.	Not started
B14 and B21	Community Centre and embellishment of Town Park	Monetary Contribution \$7,051,436, being: \$6,470,952 to contribute to the delivery of the Community Centre plus \$753,839 to contribute to the embellishment of the Town Park Minus \$173,355 for development contributions paid by the Developer in respect of DA-621/2016.	To be paid in two tranches, being: (a)\$1,000,000 by 30 June 2026, to contribute to design costs; and (b)\$6,051,436 by 1 February 2027, to contribute to construction costs.	Not started
B11	Signalisation of MacDonald Road and General Boulevard	Monetary Contribution - \$600,000	To be paid in two tranches, being: (a)\$20,000 by 1 June 2026; and (b)\$580,000, within twenty (20) business days of Council producing evidence to the Developer of an approval issued by Transport for NSW for the signalisation of the MacDonald Road/General Boulevard intersection, but only if such evidence is provided, prior to 31 December 2032.	Not started
VPA-42 - 1370 Camden Valley Way, Leppington NSW 2179				
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	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	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	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	In-progress

ITEM 02

Draft Sydney Plan and Draft Statewide Policy for Industrial Lands - Council Submission

Strategic Objective	Liveable, Sustainable, Resilient Deliver effective and efficient planning and high-quality urban design to provide best outcomes for a growing city
File Ref	042996.2026
Report By	Danielle Hijazi - Senior Strategic Planner
Approved By	Lina Kakish - Director Planning & Design

EXECUTIVE SUMMARY

On 10 December 2025, the Department of Planning, Housing and Infrastructure (DPHI) released the draft Sydney Plan, the draft Statewide Policy for Industrial Lands and the New Approach to Strategic Planning Discussion Paper for review and comment. All three (3) documents were publicly exhibited until 27 February 2026.

Once finalised, the Sydney Plan will replace the *Greater Sydney Region Plan — Metropolis of Three Cities* released in 2018 and will reset housing, employment, liveability and infrastructure priorities for Greater Sydney over the next 20 years. The Statewide Industrial Lands Policy however proposes a new framework for the protection, management, and intensification of industrial and employment lands across NSW.

Council staff have considered all three documents collectively to ensure alignment between housing growth, employment capacity and infrastructure delivery for the Liverpool Local Government Area (LGA), with a non-endorsed submission (**Attachment 1**) lodged with the DPHI on 25 February 2026.

At the Ordinary Meeting of Council on 25 March 2026, Council staff will formally seek Council endorsement of the comprehensive submission on all three documents. Following endorsement, the comprehensive submission will be forwarded to the DPHI as a late submission for consideration.

RECOMMENDATION

That the Governance Committee receives and notes this Report.

REPORT

Background

On 10 December 2025, the Department of Planning, Housing and Infrastructure (DPHI) released the draft Sydney Plan, the draft Statewide Policy for Industrial Lands and the New Approach to Strategic Planning Discussion Paper for review and comment. All three (3) documents were publicly exhibited until 27 February 2026.

Once finalised, the Sydney Plan will replace the *Greater Sydney Region Plan — Metropolis of Three Cities* released in 2018 and will reset housing, employment, liveability and infrastructure priorities for Greater Sydney over the next 20 years. The Statewide Industrial Lands Policy however proposes a new framework for the protection, management, and intensification of industrial and employment lands across NSW.

Council staff have considered all three documents collectively to ensure alignment between housing growth, employment capacity and infrastructure delivery for the Liverpool Local Government Area (LGA), with a non-endorsed submission (**Attachment 1**) lodged with the DPHI on 25 February 2026.

Key Discussion Points

Following a detailed review of all three draft documents, a summary of the key issues is presented in *Table 1*.

Table 1 – Summary of Key Issues

#	Issue	Summary of Key Concern
1	Recognition of Liverpool as an Emerging CBD	<p>The draft Sydney Plan identifies both the Sydney and Parramatta Central Business Districts (CBD) as the key CBDs for Greater Sydney with the Bradfield City Centre designated as an 'Emerging CBD'.</p> <p>The Liverpool CBD is designated as a 'Commercial Centre' as are neighbouring City Centres like Bankstown, Blacktown, Campbelltown and Penrith.</p>
2	Housing Targets	<p>Liverpool has been assigned the fifth highest housing target across the 43 Greater Sydney Councils at 16,700 new homes up to 2029. There is however a growing gap between approvals and completions, alongside feasibility constraints (exacerbated by the proposed mandated Affordable Housing Scheme), infrastructure sequencing challenges, rising constructions cost and limited high frequency public transport.</p>

#	Issue	Summary of Key Concern
3	Infrastructure sequencing and commitments	The Plan does not clearly identify funded and sequenced infrastructure to support both Liverpool and Greater Sydney's growth.
4	Employment Growth	Job projections for Liverpool and Bradfield appear conservative, with continued car dependency across Western Sydney employment areas and limited commitment to high frequency public transport connections.
5	Environmental Resilience and Open Space	Gaps are identified in biodiversity treatment, flood risk under-representation for the Georges River Catchment, open space accessibility modelling, blue-green grid implementation, delivery pathway for the tree canopy target, and realistic measures to address heat island impacts across Western Sydney in particular.
6	Industrial Lands	Liverpool contains State and Regionally-significant Industrial Lands including Moorebank Intermodal, Prestons and the Western Sydney Aerotropolis Precincts. Issues relate to mapping inconsistencies, alignment between employment forecasts and land use, integration with transport infrastructure, and coordination with housing priorities.
7	Assessment and Implementation Gaps	The Plan lacks clear and measurable assessment mechanisms for Planning Proposals, creating uncertainty for both Council-led and Proponent-led initiatives.

Next Steps

At the Ordinary Meeting of Council on 25 March 2026, Council staff will formally seek Council endorsement of the comprehensive submission (**Attachment 1**) on all three documents. Following endorsement, the comprehensive submission will be forwarded to the DPHI as a late submission for consideration.

FINANCIAL IMPLICATIONS

There are no financial implications relating to this recommendation.

CONSIDERATIONS

Economic	There are no economic and financial considerations.
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Environment	<p>Enhance the environmental performance of buildings and homes.</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>Promote an integrated and user-friendly public transport service.</p> <p>Support the delivery of a range of transport options.</p>
Social	<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>
Civic Leadership	<p>Act as an environmental leader in the community.</p> <p>Deliver services that are customer focused.</p> <p>Actively advocate for federal and state government support, funding and services.</p>
Legislative	<i>Environmental Planning and Assessment Act 1979 (EP&A Act)</i>
Risk	There is no risk associated with this Report.

ATTACHMENTS

- Attachment 1 - Draft Sydney Plan, Statewide Policy for Industrial Lands & A New Approach to Strategic Planning Discussion Paper - Non-Endorsed Submission - Liverpool City Council



Ref No.: 033606.2026
Contact: Mark Hannan
Ph: 0467 800 724
Date: 25 February 2026

Ms Jessica Farrell
Director Metro and Cities Strategic Planning
Department of Planning, Housing and Infrastructure
Locked Bag 5022
PARRAMATTA NSW 2124

Email: sydney-plan@planning.nsw.gov.au

Dear Ms Farrell,

Re: Draft Sydney Plan, Statewide Policy for Industrial Lands & A New Approach to Strategic Planning Discussion Paper – Non-Endorsed Submission – Liverpool City Council

Thank you for the opportunity for Liverpool City Council (“Council”) to provide comment on ‘*The Draft Sydney Plan, A New Approach to Strategic Planning Discussion Paper*’ and ‘*The Statewide Policy for Industrial Lands*’.

The Liverpool Local Government Area (LGA) is one of the most diverse and fastest-growing LGAs in Greater Sydney, with a population forecast to increase from 262,171 to 352,811 by 2046 (Forecast ID). The LGA supports a broad range of household types, income levels and cultural backgrounds, resulting in ongoing demand for a diverse mix of housing, services and employment opportunities.

The LGA also accommodates a concentration of State and Regionally-significant industrial and employment lands, including the Moorebank Intermodal Precinct and Western Sydney Aerotropolis, as well as the Prestons, Warwick Farm and Chipping Norton Industrial Precincts. These Precincts play a critical role in supporting Greater Sydney’s freight, logistics, manufacturing and distribution functions.

This combination of rapid population growth and strategic employment assets positions the Liverpool LGA as a key contributor to Greater Sydney’s housing supply and workforce needs, while also generating heightened demand for social infrastructure, open space and transport services that must be carefully planned and sequenced alongside growth.

Feedback on the three (3) documents is provided in the following Appendices:

- The Sydney Plan Submission – **Appendix A**
- A New Approach to Strategic Planning Discussion Paper Submission – **Appendix B**
- Statewide Policy for Industrial Lands Submission – **Appendix C**

It should be noted that this submission is yet to receive Council endorsement – a Council endorsed submission will be forwarded to the Department of Planning, Housing and Infrastructure (DPHI) following referral for Council consideration at the Ordinary Meeting of Council on 25 March 2026.

Council would welcome the opportunity to walk the DPHI through our collective submission on the three documents and looks forward to working collaboratively with the DPHI to ensure that the decision-making process underpinning both The Sydney Plan and the Statewide Policy for Industrial Lands is robust and strategically informed.

In the interim, should you require any further information on this matter, please do not hesitate to contact Mark Hannan, Council's Manager City Planning, via phone on 0467 800 714 or via email at hannanma@liverpool.nsw.gov.au.

Yours sincerely



Lina Kakish
Director Planning and Design

Attachments

Appendix A – Draft Sydney Plan Submission (Non-Endorsed)

Appendix B – A New Approach to Strategic Planning Discussion Paper Submission (Non-Endorsed)

Appendix C – Draft Statewide Policy for Industrial Lands Submission (Non-Endorsed)

Appendix A – Draft Sydney Plan Submission (Non-Endorsed)

This submission outlines Council's key considerations on the *Draft Sydney Plan* to ensure coordinated housing delivery, employment growth, infrastructure sequencing, environmental resilience, and liveability outcomes for South West Sydney.

Council's comments are informed by Liverpool's established metropolitan role, its capacity to deliver State and regionally-significant outcomes, and the practical challenges associated with implementing long-term strategic objectives at the local level. The submission is provided to assist in refining the Draft Plan to ensure it is evidence-based, deliverable, and capable of supporting coordinated growth across Greater Sydney.

Recognition of Liverpool as an 'Emerging CBD'

The *Greater Sydney Region Plan – A Metropolis of Three Cities* and the *Our Greater Sydney 2056 Western City District Plan*, released in 2018, categorised the Liverpool CBD, along with Greater Penrith, Campbelltown, Macarthur and the Western Sydney Aerotropolis Precinct, as a Metropolitan Centre.

Under the *Draft Sydney Plan*, the Liverpool CBD is recast as a "Commercial Centre" whereas the Bradfield City Centre is elevated in the centre hierarchy as an "Emerging CBD".

Council's strategic aspiration, articulated within the Liverpool Local Strategic Planning Statement (LSPS), is for the Liverpool CBD to achieve formal recognition as Sydney's Third CBD and the official Gateway to South West Sydney.

The Liverpool CBD is an established centre with the foundational elements in place to realistically support an "Emerging CBD" status – particularly when compared with the Bradfield City Centre which is decades away from achieving its full potential. These include comprehensive planning controls to enable significant commercial and mixed use intensification, established transport networks, major civic, health and education anchors including four (4) universities (Western Sydney University, University of Wollongong, University of NSW, University of Notre Dame), TAFE NSW and Liverpool Hospital.

Liverpool CBD already has significant zoning capacity. Further strategic investment from the NSW Government in catalytic infrastructure, particularly high-frequency mass transit like a Metro extension between Bankstown and Liverpool, would significantly accelerate the transition towards a higher operating CBD in line with the trajectory of Parramatta. This would provide the opportunity to leverage off an already functioning Metropolitan Centre, enabling faster housing delivery – analysis undertaken by Council indicates a Metro extension between Bankstown and Glenfield via Liverpool CBD could yield up to **103,000 new homes** along the corridor, stronger employment growth and improved liveability outcomes for Southwest Sydney.

While Bradfield will play an important long-term role within the Western Sydney Aerotropolis, its ability to function as a comparable CBD remains contingent on future infrastructure, market demand and institutional establishment, which are unlikely to be fully realised within the timeframes of the Sydney Plan (i.e. 20 years). Council believes that Bradfield's strategic function is better defined as a major employment and innovation hub supporting industrial, logistics, enterprise and agribusiness uses within the Western Sydney Aerotropolis rather than an "Emerging CBD".

Recommendation: The *Draft Sydney Plan* should recognise Liverpool as an “Emerging CBD” to reflect its established capacity to deliver housing, infrastructure, and liveability outcomes, as well as its position as the Gateway to South West Sydney. Meanwhile, the Bradfield City Centre should be repositioned as a long-term employment and innovation hub supported by future infrastructure investment.

Housing Delivery

The Draft Plan identifies the delivery of affordable and diverse housing as a key priority, with an expectation that Local Government plays a role in facilitating outcomes through local planning frameworks. While Council supports this objective in principle, the delivery of affordable housing is largely constrained by broader market conditions, development feasibility which is beyond Council's direct control. Rising construction costs, and land values significantly limit the viability of affordable housing provision through land use planning alone.

Additionally, whilst Council can ensure planning controls facilitate development, it is the private sector which will deliver this outcome on the ground. This aspect provides important context to understanding the current housing crisis and moving towards addressing this issue.

Liverpool has been assigned one of the highest housing delivery targets – 16,700 new homes by 2029 – in Greater Sydney. Despite this, the Liverpool LGA currently experiences limited access to high-frequency public transport when compared to many Central and Eastern City LGAs. In order to ensure these stipulated housing targets can be met, it is essential for the NSW Government to commit the necessary infrastructure required to support our growing communities and deliver greater modal choice, more often.

Additionally, it is important to acknowledge that due to difficult economic circumstances there is a growing gap between development approvals and completed dwellings. *Figure 1* highlights that the gap between approved and constructed dwellings has significantly widened since July 2024, meaning approvals are not consistently translating into construction or occupancy.

Housing delivery and market conditions are outside the scope of Council's operations and as such, it is essential for the NSW Government to acknowledge this when assessing housing targets.



Figure 1 – Housing Delivery Liverpool LGA – Approved vs Delivered vs NSW Housing Target

Unlocking Housing with the Liverpool LGA

Liverpool already comprises a comparatively high proportion of medium to high-density residential zoning around centres and transport corridors, however as noted above, completions continue to lag approvals and targets. This demonstrates that land use planning capacity alone is not the primary constraint and reinforces the need for a more nuanced, evidence-based application of housing priorities that considers market capacity, infrastructure readiness, and feasibility at the local level.

Achieving the housing priorities and actions outlined in the Plan will therefore require stronger Australian and NSW Government-led interventions to ensure outcomes are realistic, deliverable, and equitably shared across Greater Sydney.

Council has identified a potential solution in the South West Connector Project, a proposed extension of the City and Southwest Metro to Glenfield via Liverpool. By aligning high-capacity transport with land capable of early development, the Project could unlock significant housing supply, reduce car dependency and improve equitable access to jobs and services.

The Project tested three corridor alignment options to maximise housing uplift within walkable station catchments (see Figure 2) and prioritised station locations on NSW Government-owned land, enabling State-led development and providing greater certainty in housing yield and timing.

For the preferred Southern Corridor option, the extension could facilitate delivery of approximately **103,000 new homes**, materially contributing to the State’s housing delivery targets under the National Housing Accord. In parallel, the Project would also improve access to greater employment and educational opportunities, and address long-standing transport disadvantage and socio-economic challenges in South West Sydney.

Council believes that initiatives like the South West Connector Project would provide the catalyst to deliver additional housing capacity at scale across South West Sydney and should be included for consideration by the NSW Government alongside “in flight” investigations like the Bradfield to

Campbelltown/Macarthur Metro extension when considering future investment decisions to increase housing supply.

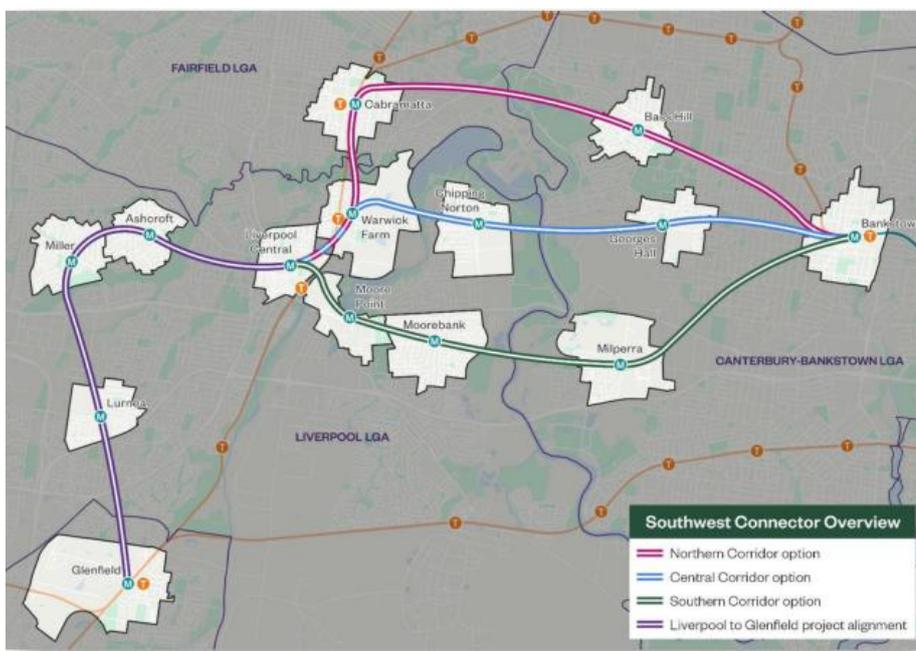


Figure 2 – Proposed Corridor Options & Station Precincts

Recommendation: Council would welcome the opportunity to brief the DPHI on the South West Connector Project to present a viable solution for accelerating housing delivery in South West Sydney.

Employment Growth and Industry Distribution

It is crucial that new jobs are supported by adequate infrastructure and frequent public transport connections. The jobs projections outlined in Appendix E for Bradfield, Liverpool, and Leppington underestimate the amount of jobs growth the Liverpool LGA is likely to experience.

For example, jobs within and associated with the Agribusiness and Innovation Zones in the Aerotropolis is likely to exceed 63,000 jobs by 2044, particularly in advanced manufacturing, logistics, warehousing, and education. The Liverpool CBD, anchored by Liverpool Hospital, TAFE NSW, and four (4) universities, is also expected to exceed its projected 7,800 to 8,700 jobs, with industrial and professional services likely to grow beyond current estimates.

As such, these projections are conservative, underscoring the need for proactive policy, targeted investment, and infrastructure delivery to fully realise the economic potential of South West Sydney.

Recommendation: The Draft Sydney Plan should more clearly align employment growth targets with the delivery and sequencing of public transport infrastructure, particularly in growth areas.

Employment precincts and emerging centres must not be expected to absorb significant job growth without committed, funded and timely public transport connections to support workforce access.

The Plan should explicitly require that employment growth assumptions are contingent on infrastructure readiness, with NSW Government-led coordination to ensure transport investment is delivered in advance of, or concurrently with, major employment development to avoid car dependency, congestion and inequitable access to jobs.

Infrastructure Planning

The Draft Plan assigns the Liverpool LGA one of Greater Sydney's highest housing targets by 2029 – 16,700 new homes, while also recognising its major industrial and freight precincts, including Moorebank Intermodal and the Western Sydney Aerotropolis.

The Draft Plan does not however include any clear commitments to support new infrastructure. City shaping infrastructure projects are often the catalyst to driving change or the missing link resulting in delays for delivering growth. Clear infrastructure commitments are essential to ensure the delivery of the combined housing and industrial growth identified for the Liverpool LGA. Without clear, funded or sequenced infrastructure to support the growth it is unlikely to ever eventuate.

As discussed previously, the South West Connector Project provides a clear example of how catalytic infrastructure could unlock positive housing, employment and socio-economic outcomes. Beyond this Project, the Draft Plan needs to identify and commit to additional key infrastructure projects to support both residential and industrial growth across Sydney, ensuring planned growth is deliverable, coordinated and sequenced effectively.

Further, reliance on Local Contributions Plans is also problematic to fast-track delivery of local infrastructure. Monetary contributions from development is not collected until Construction Certificate or Occupation Certificate stage which is often too late to deliver the essential infrastructure – roads, drainage, open space, community facilities – required to unlock additional housing, particularly in greenfield areas like we have in our LGA. This places significant constraints on Local Government and results in delays for the local community.

Expecting Local Government to deliver housing and industrial growth concurrently without adequate and coordinated infrastructure – particularly NSW Government infrastructure which is key to opening up development and supporting communities like State Roads, water supply, utilities, public transport, education and medical facilities – creates a significant implementation gap, placing pressure on land and undermining liveability, productivity, and sustainable growth.

Council believes that the NSW Government should be open to providing seed funding to Growth Councils like Liverpool, enabling them to acquire land and deliver local infrastructure upfront, with developer contributions used to repay the Government support over time. This approach would help ensure that essential infrastructure is in place to support housing and employment growth, reduce delivery delays and maintain liveability outcomes.

The Draft Plan refers to the Sydney Infrastructure Opportunities Plan (IOP) as a tool to identify NSW Government Agency infrastructure projects to support new housing and employment.

Council provided input into the Draft IOP in May 2025 but has not received updates from the DPHI since.

Limited information is provided regarding roads, public transport, active transport, and green infrastructure. Council supports these tools if they include clear commitments, are regularly updated, and implemented to deliver infrastructure.

Recommendation: Align housing and industrial targets with timely, funded, and clearly sequenced infrastructure delivery. Infrastructure planning should consider NSW and Local Government and developer responsibilities, ensure coordination among all stakeholders, and include clear commitments across transport, schools, hospitals, utilities, open space and social infrastructure.

Additionally, Council also recommends that the NSW Government consider providing seed funding to enable upfront delivery of essential infrastructure and also requests an update on the status of the IOP and the outcome of its May 2025 submission.

Environmental Resilience and Liveability

The “Resilient” priority outlines key challenges for Council in the environmental and liveability space. However, the associated responses focus primarily on protecting new developments from natural hazards, and open space delivery. These measures do not adequately address other critical issues, including biodiversity loss, insufficient tree canopy cover, and climate-related risks to the community. This is a significant gap within the Draft Plan.

Without these measures identified, it will be difficult to assess Planning Proposals which aim to deliver housing on biodiversity significant land.

Recommendation: Additional measures are required to address biodiversity loss and resilience across Greater Sydney. Key priorities should include tangible measures such as:

- Retaining and enhancing existing vegetation and habitat areas within and around new developments;
- Establishing biodiversity corridors to connect key habitat areas and support wildlife movement;
- Requiring native species planting and habitat features in all developments;
- Implementing offset or restoration programs where biodiversity impacts are unavoidable; and
- Monitoring and reporting biodiversity outcomes to ensure compliance and effectiveness at the local level.

Open Space Data Modelling

The Draft Plan’s Liveable Priority assumes that the Liverpool LGA has sufficient open space based on SA2 level modelling. This approach is inconsistent with the NSW Movement and Place Framework, which identifies “*population accessing public space*” as the appropriate metric and requires assessment of the population within 5-10 minute walking catchments (400m and 800m)

of public open space. Contrary to the data presented in the Draft Plan, analysis undertaken by Council identifies a shortage of accessible open space across the LGA.

Furthermore, Appendix F indicates that the suburb of Austral is projected to have more than three (3) hectares of open space per 1,000 residents by 2045, based on SA2-level modelling. However, Council's recent infrastructure analysis of Austral projects a population of approximately 60,972 by 2040, with around 120 hectares of open space available. This equates to approximately 0.002 hectares of open space per person, or two hectares per 1,000 people – essentially one hectare of open space short for every 1,000 people. This is significantly lower than the figure presented in the Draft Plan and it is vital that this information is accurate.

Recommendation: Council recommends that the DPHI revise its assessment of open space to use a dwelling based accessibility approach, measuring the population within 5-10 minute walking catchments of public open space, in line with the NSW Movement and Place Framework rather than high-level SA2 modelling. Additionally, Council can share its detailed open space analysis to support this assessment and ensure more accurate planning outcomes.

Public Open Space Provisions

Council has faced significant challenges delivering essential infrastructure due to poorly planned integration of biodiversity conservation areas under State Planning Instruments (particularly Existing Native Vegetation under the *State Environmental Planning Policy (Precincts—Western Parkland City) 2021*). This has caused a significant offsetting burden for Council due to unavoidable impacts caused by the delivery of essential infrastructure.

Such conflicts should be recognised and mitigated within the Plan to ensure that there is a robust approach to biodiversity conservation that accommodates for the delivery of essential infrastructure and required urban growth.

Recommendation: It is recommended that biodiversity preservation in the public open space network, and potential conflicts with active recreational uses is considered. It is often assumed that open space can be used for both biodiversity preservation and recreation. However, recreation infrastructure such as the delivery of playing fields, should be planned for to ensure that the open space network is fit for purpose for both biodiversity and active recreation outcomes.

Flooding

The 2022 NSW Flood Inquiry identified the Georges River Catchment as “high risk” for flooding. Recent Planning Proposals in proximity to the Georges River within the Liverpool LGA have been rejected due to flood evacuation and safety concerns.

For example, Planning Proposal PP-2024- 658 for 146 Newbridge Road, Moorebank (part of the Georges Cover Marina Precinct) sought to enable residential development adjacent to the Marina. The Proposal faced significant issues relating to flooding and flood evacuation, and was ultimately rejected by the Independent Planning Commission (IPC) on these grounds prior to Gateway Determination.

To better manage flood risk and support sustainable development, it is recommended that the NSW Reconstruction Authority prepare a Disaster Adaptation Plan (DAP) for the Georges River Catchment, alongside the existing DAP for the Hawkesbury-Nepean Catchment.

Recommendation: The DPHI, through the NSW Reconstruction Authority, develop and implement a Disaster Adaptation Plan for the Georges River Catchment to guide future land use, planning approvals, flood mitigation measures and flood evacuation.

Blue-Green Grid

The Map included for Western Sydney in Appendix G: Blue-Green Grid is not at a scale that can be readily interpreted, and no rationale for corridor choice has been provided. The extent of each high priority corridor should be clearly identified, with rationale for inclusion provided, proposed uses outlined (particularly conflicting uses such as biodiversity preservation vs active recreation), and responsibility for delivery assigned to ensure the network is fit-for-purpose.

Recommendation: It is recommended that additional corridors like the Nepean River, and the width of the corridors, are considered. Important biodiversity corridors (and associated optimal corridor widths) should be embedded within the Plan. For example, there appears to be limited consideration of corridors identified by the Chief Scientist and Engineer in their advice on the protection of the Campbelltown Koala population and the protection of koala populations associated with the Cumberland Plain Conservation Plan.

In relation to public open space, the NSW Government should adopt a more strategic role in growing and connecting the regional open space network. As the Western Sydney Aerotropolis develops, significant areas of privately-owned land will become available that are unsuitable for Local Government acquisition due to their scale (including sites exceeding 150 hectares). These sites present a unique opportunity to expand the either the Western Sydney Parklands or include as new potential National Parks or Nature Reserves under the responsibility of the National Parks and Wildlife Service (NPWS).

Tree Canopy Targets

The Draft Plan sets an ambitious target for increasing Greater Sydney's tree canopy to 40% by 2036. Achieving this in greenfield growth areas, such as Liverpool, presents significant challenges. Council has little control of site coverage in these areas as approvals are generally sought through the Complying Development SEPP.

The Plan would benefit from greater clarity on implementation, including staging, interim targets, and the differentiated role of each LGA, particularly between Eastern and Western Sydney and initiatives to replant areas where trees have been removed or lost.

Recommendation: Clarify the staged implementation of the 40% canopy target, including interim targets and LGA-specific roles.

Amend the Exempt and Comply Development State Environmental Planning Policy to require more deep soil landscaping opportunities and tree protection.

Recognise Councils with existing Tree Management Strategies like Liverpool and adjust actions to focus on implementation and alignment rather than development of new frameworks.

Urban Heat

The Draft Plan identifies urban heat as a key risk to liveability and resilience, with Figure 27 showing the Liverpool LGA in the most heat vulnerable area. The LGA's heat vulnerability is likely to worsen as the Western Sydney Aerotropolis develops, particularly if existing tree canopy is removed and replaced with large industrial and commercial complexes.

This presents both a challenge and an opportunity. Council notes that new industrial developments can incorporate mitigation measures to reduce heat impacts, including rooftop solar, rainwater harvesting, and green roofs or walls. Implementing these measures can help moderate local temperatures, improve environmental outcomes and enhance liveability while supporting energy efficiency and sustainable infrastructure.

Recommendation: Council recommends that urban heat considerations be integrated into planning and design requirements for new industrial and residential developments across Greater Sydney, and dedicated initiatives to address urban heat issues in high risk LGAs like Liverpool should be included in the updated Plan.

Assessment Mechanisms

Whilst the Draft Plan sets ambitious targets for housing, jobs, and industrial growth, it does not provide clear, tangible mechanisms for assessing Planning Proposals. Without defined criteria or actionable guidance, it is difficult for Councils to determine whether proposals effectively contribute to the Plan's objectives. This is particularly challenging for Proponent-led Planning Proposals, which rely on NSW and Local Government actions to achieve the Plan's outcomes.

When the Plan explicitly attributes certain actions to Government agencies, Proponents are left without guidance on how to address these requirements. This is likely to create uncertainty and potential delays in delivery. This represents a critical gap in implementation, reducing the Plan's ability to deliver outcomes that are both realistic and accountable.

Recommendation: The Plan should include a clear, actionable framework for assessing Planning Proposals, outlining measurable criteria and processes. A technical note or assessment guideline could be developed for Councils and other stakeholders, providing a practical tool to evaluate whether Proposals, both Council and Proponent-led, contribute to the Plan's objectives in a transparent and accountable manner.

Data and Mapping

Table 1 highlights Figures and Maps within the Draft Plan that contain discrepancies or lack sufficient detail and requires clarification to ensure accurate and informed planning decisions.

Table 1 – Data and Mapping Discrepancies

Figure #	Council Comment	Council Recommendation
Figure 9: <i>Housing Affordability</i>	Figure 9 measures housing affordability but does not address housing supply and applies inconsistent metrics for rental and mortgage stress.	Revise the figure and supporting text to apply consistent affordability measures and clearly distinguish affordability from housing supply.
Figure 11: <i>Sydney Overview Map</i>	Figure 11 highlights limited connectivity between the South West and broader Sydney, particularly to Liverpool.	Update the map to show the 43 strategic centres and identify improved South-West connectivity.
	Figure 11 introduces the Draft Urban footprint. However, does not explain how the footprint is defined or whether key environmental constraints were considered.	Clarify the methodology used to define the Urban Footprint, including consideration of the Cumberland Plain and 1 in 100 AEP flood constraints, and reflect these elements transparently in the mapping.
Figure 14: <i>Historical net completions and building approvals</i>	Figure 14 highlights a clear and persistent gap between approved dwellings and completed housing, showing housing delivery constraints post-DA approval.	Expand the final plan's analysis to examine post-approval delivery constraints and clearly distinguish between approvals and delivery outcomes.
Figure 18: <i>Sydney's employment network</i>	Figure 18 shows higher car dependency in western Sydney but does not illustrate how the Plan will address this or support employment land connectivity.	Revise Figure 18 to show planned transport networks that reduce car dependency and improve connectivity to employment areas
Figure 24: <i>Network of Current Industrial Lands</i>	Figure 24 incorrectly identifies agriculturally zoned land under SEPP (Precincts – Western Parkland City) 2021 as Industrial land.	Correct the mapping to accurately reflect current zoning controls.

	Figure 24 does not indicate the forecast working population for each industrial area, limiting understanding of links to supporting population and housing demand.	Include forecast working populations for each industrial precinct to inform alignment with housing and supporting infrastructure.
Figure 25: <i>Connected Sydney</i>	The reliance on rapid bus routes does not adequately support projected housing and employment growth in Western Sydney.	Identify a future heavy rail connection between Leppington and Bradfield as a strategic priority
Figure 26: <i>Key Natural Hazards</i>	Figure 26 underrepresents flood risk by excluding the Georges River Catchment despite being identified as high risk in the 2022 Flood Inquiry.	Update to include the 1 in 100 AEP flood extent for the Georges River Catchment
	Figure 26 does not consider projected climate changes impacts such as sea level rise or increased exposure to extreme heat.	Incorporate climate-related hazards to support climate resilient strategic planning.
Figure 27: <i>Heat Vulnerability</i>	Figure 27 shows Liverpool LGA as highly vulnerable to urban heat. The map should reflect projected heat increases from ongoing industrial and urban development, with clear measures to address resilience.	Update the Heat Vulnerability Index to include projected urban heat impacts across Liverpool and the Aerotropolis Precinct.
Figure 28: <i>Open Space Precincts</i>	Figure 28 does not clearly demonstrate walkable access to open space for key population centres.	Update the map to identify both Liverpool and Bradfield.
	The map and text should show a prioritised, phased blue/green grid with active transport connections. The role of UDP and ELDP in delivering green infrastructure is unclear.	Update the map and text to reflect phased blue/green grid initiatives, active transport, and clarify UDP/ELDP responsibilities.

Figure 29: <i>Percentage of People Born Overseas</i>	Figure 29 does not materially inform land use, infrastructure or planning outcomes.	Remove the figure or clearly articulate its strategic planning relevance.
Figure 33: <i>High Growth Capacity Housing Areas</i>	Figure 33 overstates Bradfield's short-term housing capacity given the absence of supporting infrastructure.	Amend the map to reflect infrastructure readiness and overlay existing and committed rail and metro infrastructure.
Figure 38: Key elements of a vibrant neighbourhood in Sydney	Figure 38 should better illustrate active transport and generous landscaping / tree canopy. Current depiction of small-scale planting risks urban heat; deep soil and canopy trees should be highlighted. Connection to the blue/green grid and open space should also be shown.	Update Figure 38 to show dedicated cycle paths, deep soil planting with larger canopy trees, and integration with the blue/green grid and open space.
Figure 40: <i>Industrial Lands</i>	Figure 40 lacks clarity regarding the location of State Significant Industrial Precincts.	Label key sites such as Moorebank Intermodal and Western Sydney International Airport.
Figure 42: <i>Greenfield Precincts Overview</i>	Figure 42 does not reflect the four precinct status categories described in the text, creating ambiguity for assessment.	Figure 42 does not reflect the four precinct status categories described in the text, creating ambiguity for assessment.

Appendices

Table 2 below highlights appendices within the Plan that contain discrepancies or lack sufficient detail and requires clarification to ensure accurate and informed planning decisions.

Table 2 – Appendices Discrepancies

Appendix #	Council Comment	Council Recommendation
Appendix D: <i>Pipeline of State Rezonings</i>	The appendix lists numerous State Significant and state-assessed rezoning processes, but it is unclear how these contribute to Priority: Housing and Response 2 in the Draft Sydney Plan.	Include State Significant rezoning projects as a separate category in the housing maps on pages 20 and 47.
Appendix E: <i>Jobs guidance</i>	Employment guidance indicates 24% of jobs in the Liverpool Commercial Centre are in 'Industrial and Manufacturing'. This is inconsistent with the limited presence of industrial/manufacturing land uses within the CBD and requires review.	Reassess the employment distribution for Liverpool Commercial Centre to reflect the actual mix of land uses, ensuring the proportion of industrial and manufacturing jobs aligns with on-the-ground conditions.
	The current guidance does not show existing employment numbers for each centre, making it difficult to compare future job projections and assess relative growth. Understanding current jobs is necessary to evaluate how centres like Liverpool CBD will compare to Bradfield CBD by 2044.	Include existing employment figures for each centre in Appendix E to enable comparison, supporting a more informed hierarchy of strategic centres and guiding future employment planning.
	The employment projections for Bradfield, Liverpool, and Leppington appear conservative. Bradfield, supported by Western Sydney International Airport and transport connections, is likely to exceed projected jobs, particularly in advanced manufacturing, logistics, and	Revise Appendix E to reflect a more realistic growth scenario for these centres. Include guidance on proactive policy, targeted investment, and infrastructure delivery to support accelerated employment growth and ensure planning aligns with economic potential in Southwest Sydney.

	education. Liverpool's commercial and institutional hubs will also likely grow faster than projected. Leppington's retail and service sectors will need to scale with residential growth.	
Appendix H: <i>Sydney Industrial lands categorisation</i>	Moore Point is identified as regionally significant land, but it is also included in Appendix D as part of the State rezoning pipeline. This creates ambiguity regarding its status and future planning considerations.	Clarify the categorisation of Moore Point to reconcile its regional significance with its inclusion in the State rezoning pipeline. Update mapping and text to reflect a consistent status.
	Luddenham Village is part of the Agribusiness Precinct under the Western Sydney Aerotropolis SEPP, but Appendix H maps it as Regionally Significant Industrial Land. This creates uncertainty about its categorisation and planning implications.	Clarify how the Agribusiness Precinct designations align with the Regionally Significant Industrial Land categories, ensuring consistency in mapping and text.
Appendix J: <i>Urban footprint policy guidance</i>	The Draft Urban Footprint includes agribusiness areas, including The Dwyer Road precinct, Kemps creek and Rossmore. These areas are not yet serviced with infrastructure and are currently zoned rural residential. Including them in the footprint is premature and may be misleading for the public	DPHI should clearly identify the timing and staging for rezoning these precincts. Stage 1 should be developed before inclusion in the urban footprint mapping to ensure transparency and alignment with infrastructure readiness.

Appendix B – New Approach to Strategic Planning Discussion Paper Submission (Non-Endorsed)

This submission provides Council's response to the discussion questions outlined in the *New Approach to Strategic Planning – Discussion Paper*.

1. What barriers do you encounter in the current framework?

The questions are based on the barriers encountered under the Metropolis of Three Cities, and Western City District Plan:

Local Place-Based Planning

One of the most significant issues encountered is the prioritisation of housing targets over place-based planning and good design outcomes. Locally, this has had a considerable impact on long term projects which have been consistent with the Liverpool Local Strategic Planning Statement (LSPS).

This is best exemplified with the Liverpool LEP Review Project, which initially proposed to downzone several residential properties to resolve interface issues. The downzoning also addressed Action 8.2 of the Liverpool LSPS, which required Council review the zoning of certain areas to address interface issues. Despite the proposed downzoning, the Planning Proposal still resulted in an overall net increase in dwelling capacity (by approximately 9,500 dwellings), due to other changes.

Unfortunately however, once the Planning Proposal was submitted for a Gateway Determination the Department of Planning, Housing and Infrastructure (DPHI) did not support the downzoning of these properties. This was despite the downzoning giving effect to the Liverpool LSPS and forming a minor proportion of the Planning Proposal (which still resulted in an overall increase in housing capacity).

Competing Priorities

The current framework is largely silent on how to manage competing priorities in the instance a Planning Proposal aligns with one Priority but is inconsistent with another. A lack of guidance or discussion on this in the plans delays the assessment process, particularly when the trade-off (e.g. loss of residential for an increase in industrial) is largely balanced.

State Environmental Planning Policies

The number of State Environmental Planning Policies (SEPPs) which either overlap (e.g. childcare centre controls) or override local controls (e.g. dual occupancy permissibility controls) have contributed to the overcomplication of the NSW Planning System. Efforts should be taken to simplify this, or at the very minimum, identify what local development standards need to be modified to align with state controls moving forward.

Cross-Agency Collaboration

State agencies play an integral role in the assessment and progression of planning proposals and Masterplans. However, fragmented decision-making across various State Agencies is leading to inconsistent outcomes. Furthermore, individual State Agencies operate under their own policies

and guidelines, which are not always aligned and reflect competing or conflicting priorities. The lack of policy integration can further delay progression and creates uncertainty for both Councils and proponents.

2. How could the State Land Use Plan shape or support local planning and decision making?

The State Land Use Plan should provide guidance on statewide planning matters and policy such as Statewide Flooding Policies, Bushfire Policies, Draft Greener Places etc. This will embed these policies within the Strategic Planning Framework, which is essential.

For example, Council has had several planning proposals for land situated within the Georges River floodplain. Advice on how to manage these planning proposals however has been inconsistent and conflicting, leading to differing outcomes for each Proposal. The State Land Use Plan provides an opportunity to address the uncertainty around development of flood prone land and provide guidance for future planning proposals at the highest strategic level.

More broadly, the State Land Use Plan will have a broader scope than any plan within the current strategic framework. It is therefore recommended that discussion of the 7 Priorities be entirely relocated to this document. This will allow the State Land Use Plan to function as a visionary piece, and free up the Sydney Plan to include more detailed content (similar to the current district plans).

3. What would make region plans more useful in driving action and tracking whether outcomes are achieved?

Application of Planning Proposals

The draft Sydney Plan predominantly comprises of data analysis and aspirational discussion. Whilst there is some policy and planning proposal guidance, this is quite limited and deeply interwoven within the abovementioned sections. This creates uncertainty when assessing planning proposals against the plan and complicates the process of determining strategic merit.

It is therefore imperative that the plan be restructured, having regard to its function in the plan making process. This should include a clearer structure with subheadings (objectives) under each Priority / Response. This will ensure the vision of the Sydney Plan is correctly interpreted and applied to the context of individual proposals. Alternatively, a guidance summary section can be provided at the end of the document.

Further Streamlining

The draft Sydney Plan is accompanied by 10 appendices, some of which include content which should be embedded into the draft Sydney Plan or State Land Use Plan (e.g. Appendix I – Flood planning principles). Other attachments have limited functionality, particularly in the context of a long term land use plan (e.g. Appendix D – Pipeline of State Rezoning). It is suggested these appendices are revisited and content is potentially streamlined into the draft Sydney Plan. This simplified approach will ensure key aspects within the appendices are not overlooked.

The plans should also directly reference and align with the broad aspirations of other State Strategies. This will streamline statewide goals (e.g. 40% canopy cover) and provide added weight in the planning proposal assessment process.

Additional Discussion on New Release Areas

Given the extensive greenfield development occurring across Western Sydney, further discussion on the specific issues relevant to planning for these areas could be further expanded upon. This could include:

- Discussion / investigation on the barriers to development in these areas (e.g. land fragmentation, infrastructure lag) and methods to overcome them;
- Identification of sequencing for new release areas (e.g. Rossmore);
- Review of the limitations and infrastructure plans of utility providers (e.g. Sydney Water) and other key agencies (e.g. SINSW).

4. Does the proposed structure provide enough clarity on who is responsible for planning and implementation at each tier?

No, the draft Sydney Plan employs mixed messaging, and further refinement is required. The plan lacks tangible actions and metrics. The plan essentially ignores Privately Initiated Planning Proposal and does not include clear priorities and objectives to assess these against.

5. What further support would councils or agencies need to deliver their responsibilities under this model?

Alignment between Targets & Infrastructure

As evidenced in the growth areas of Liverpool, despite there being sufficient land zoned for housing, delivery is now at risk due to delays in infrastructure delivery. It is therefore crucial that housing targets align with committed and funded infrastructure (i.e. transport connections/upgrades, schools, health precincts etc). This is particularly evident for LGA such as Liverpool where housing is delayed due to lack of available water and sewage.

Funding

The actions in the draft Sydney Plan place a significant burden on Councils (e.g. preparation of an Affordable Housing Contribution Scheme, develop canopy targets, review controls for dual occupancies, review E1 & E2 zone controls etc). Implementation of these actions, particularly within the specified timeframes should be supported with necessary funding, with different Councils having different funding needs.

Affordable Housing Contribution Scheme

Action 3.3 of the draft Sydney Plan requires Councils prepare and adopt an Affordable Housing Contribution Scheme by 2027. Concerns are raised with the implementation of this action, which is a significant undertaking for individual Councils. As discussed in Council's submission on the *Draft Sydney Plan (Appendix A)*, housing feasibility is already constrained by construction costs, Labor shortages and market uncertainty. The introduction of additional affordable housing

contribution requirements are highly likely to further impact project viability and potentially discourage development and slow down housing delivery.

6. Do the proposed regional planning boundaries make sense for how infrastructure and growth are planned and delivered in your part of NSW?

The Metropolitan Sydney boundary is logical and consistent with previous region plan iterations. Given however the discontinuation of district plans, it is strongly recommended that the content within the region plan further refined.

For instance, Liverpool is expected to accommodate for considerable growth and is tasked with a housing target of 16,700 dwellings. A more localised approach would allow infrastructure planning and investment to better align with the scale and pace of this growth.

7. How can the framework make sure that State and regional priorities are delivered locally, through plans that directly shape housing, jobs and infrastructure outcomes?

Cascading Objectives and Priorities

The Metropolis of Three Cities Plan comprises of high-level Objectives which then cascade down into Planning Priorities in the Western City District Plan. These Planning Priorities directly align with the Region Plan Objectives but are more detailed and location specific. Council's LSPS then links back up to these outcomes.

This cascading model is effective in ensuring the visionary ambitions in the Region Plan are translated into attainable and locally relevant goals. When assessing planning proposals, this streamlined structure also makes determining strategic merit easier. It is therefore strongly recommended that a similar approach be replicated in the new framework.

Geographically Specific Context

The current Metropolis of Three Cities District Plan provides the platform for the visionary ambitions in the region plan to intersect with the geographical context of each district. This middle ground provides sufficient direction to ensure local plans genuinely enact the region priorities. The Metropolis of Three Cities was effective in bringing focus back into Western Sydney, and this resulted in good outcomes.

Whilst an overarching plan for Sydney is essential, Greater Western Sydney has a very different context to those LGAs in the eastern portion of the city. For example as the level of infrastructure required in the growth areas far outweigh development within established area. It is important this is acknowledged and recognised within The Sydney Plan.

Overall, the exhibited content is far too vague to ensure the Priorities are genuinely delivered at the local scale. It is recommended the framework is revised to include the following elements:

- State Land Use Plan → Visionary document providing a holistic vision for the state and includes Priorities discussion.
- Sydney Region Plan → Vision for Sydney, includes geographically specific discussion and policy direction (e.g. identification of opportunities and constraints, current infrastructure provision etc).

- Local → Responds to directions and objectives of State and Region Plans at local scale.

8. Feedback is invited on whether these priorities are the right ones to guide land use planning across NSW

Aboriginal Outcomes

Council acknowledges the importance of ensuring Aboriginal outcomes are embedded into strategic planning processes. Unlike the other Priorities however, this Priority is not an outcome in itself, but rather an additional step in the implementation process. It is therefore recommended this content not be listed as a Priority and be reworded (e.g. retained in current section but not listed as a Priority or relocated to implementation section).

Additionally, the Priority is framed in quite broad terms and lacks specific, actionable measures that can be applied at a local level. Issues detailed under this Priority like Closing the Gap reflect complex socio-economic matters that cannot be resolved within the confines of land use planning alone and overlap its role.

It should also focus more on matters relevant to Strategic Planning such as the Connecting with Country framework. If retained however, additional resources should be provided to assist in the assessment of a planning proposal against this Priority. The material should address, at minimum, the following questions:

- Will this Priority be relevant to all Planning Proposals?
- How to assess a Planning Proposal against this Priority?
- What does satisfying this Priority look like for a residential / commercial / industrial Planning Proposal (i.e. provide examples)?

Housed

Council acknowledges the crucial nature of this Priority, particularly amidst the current housing crisis. The Priority however lacks discussion regarding the macroeconomic factors that affects housing completions (construction, take up rates etc) which is detailed above.

It is also recommended that this Priority address the need to produce good quality housing that maximises amenity for its residents.

Prosperous

Whilst supported in principle, it is important to acknowledge that although planning can ensure sufficient land is zoned for employment purposes, the provision of certain job types is largely market influenced, which is everchanging.

The consolidation of zones under the Employment Zone Reforms has also further expanded the scope of each zone, and therefore further reduced Council's ability to target particular job types through zoning decisions.

Connected

Whilst this Priority is supported, it is discouraging to see a lack of commitment to expanding the transport network, which can function as the catalyst to growth. This is particularly relevant to

Liverpool which is located on the periphery of the Sydney public transport system and is characterised by poor active transport links.

Resilient

Council staff acknowledge the importance of this Priority, which cannot be understated. The content under this section however needs to be strengthened, to include greater detail on matters such as energy efficiency, climate adaptation, water management and tree management.

For instance, the 'Sustainable Built Environment' section broadly describes various environmental matters but does not address how growth should be managed to address urban heat, flood and other environmental constraints. The responses and actions associated with this Priority are also quite vague.

As a general note, it would also be more relevant to rename this Priority to 'Sustainability' which better encapsulates the matters discussed under this Priority.

Liveable

Council staff highly commend the inclusion of this Priority, which is integral to ensuring planning proposals which satisfy other Priorities / metrics in the Plan (e.g. adequate job numbers, housing supply growth etc), equally have a positive contribution to the public domain and overall health and wellbeing of our communities. To this end, it is suggested that this priority be strengthened with robust data and analysis that can meaningfully be used to inform planning decisions.

Coordinated

Council staff are of the opinion that this Priority should be listed first in the Plan, as it underpins all other Priorities and is therefore the most significant. This is because without a coordinated approach to land use planning, all the other Priorities cannot be genuinely achieved.

This is best exemplified through the rapid development of South West Growth Areas like Austral, which has significantly outpaced the delivery of essential infrastructure needed to support the area. This has meant that these communities live far from jobs and public transport, making access to work, transport, goods and services more difficult (which align with the Housed, Prosperous, Liveable and Connected Priorities). Similarly, a delay in open space provision, lack of consistent tree planting and pathways does not promote healthy living and has made these communities less resilient to climate change impacts like the urban heat island effect.

This outcome has also reinforced the utmost need essential infrastructure like roads, open space and stormwater facilities, as well as early land acquisition to be delivered upfront, to support the delivery of housing. Until the NSW Government provides funding opportunities for Local Government, particularly those with significant greenfield precincts like Liverpool to acquire land and deliver essential infrastructure early in the development cycle, the same coordination problems will continue. In light of this, it is disappointing to note that this Priority has not been fully expanded upon to address these lessons learnt.

Finally, given the issues arising from some state agencies operating in siloes, having a coordinated approach will ensure efficient delivery of housing and infrastructure. Especially, if other state agencies priorities contradict the Sydney Plan.

9. What types of triggers would make updates meaningful?

Whilst Council staff generally support a more agile approach to updating the region plan. Although it is unclear what the process of making these updates will consist of, if Councils (and other relevant stakeholders) will be granted an opportunity to comment before updates are embedded into the Plan. Considerations will determine what types of triggers would be appropriate.

Notwithstanding this, the following scenarios could potentially warrant an update (if relevant).

- New major infrastructure commitments with timing;
- Emerging planning issues that are being experienced across multiple Councils;
- New data or research, especially if location based (a paper on the need for family friend apartments in the Liverpool CBD led to local policy changes)
- Major economic shifts or demographic changes that do not align with current assumptions;
- New / revised planning assumptions; and
- Significant environmental events or phenomenon.

10. Which plan components should be modular versus core?

The Priorities reflect the universal needs of a community and provide the foundation to achieving the vision for metropolitan Sydney. Given this, they should be retained as core content.

All other components can be modular, however, components which are more likely to become outdated (e.g. data and supporting analysis) are expected to be updated more frequently than other sections.

11. How can monitoring drive real action?

Monitoring can inform planning decisions in real time, maintain accountability for each stakeholder and ensure the Plan stays outcome focused. A stronger emphasis should therefore be placed on monitoring, with adequate resourcing dedicated to this within the DPHI. The progress of targets (e.g. housing targets) should also be routinely communicated to Councils or publicly available for tracking. Where actions are not on track to being met, evidence based insights on why this may be occurring should be investigated by the DPHI, to ensure lessons learnt can be applied moving forward.

In terms of matters which may be beneficial to monitor, the following is suggested:

- Dwelling approvals Vs dwelling completions
- Projected density (assumptions) Vs density occurring in Growth Areas (reality)

12. How can plans remain flexible and responsive?

Plans can remain flexible through a frequent review cycle that is consistently upheld. This ensures updates are made in real time and in a transparent manner. Where updates materially change the strategic merit tests, opportunities for feedback from relevant stakeholders should also be factored into the process.

To support these updates, workshops could be held routinely (e.g. quarterly) to allow Councils the opportunity to raise issues being encountered with the application of the plan. This provides an avenue for valid issues and / or improvements to be identified. For example, if particular actions are falling behind, alternative goals or contingency plans can be established and embedded into the plan.

Appendix C – Draft Statewide Policy for Industrial Land Submission (Non-Endorsed)

Industrial lands in the Liverpool Local Government Area (LGA) are critical to the economic growth of both Western Sydney and more broadly, New South Wales. Key sites, including the Moorebank Intermodal, Western Sydney Aerotropolis and Prestons, support freight, logistics and distribution activities that underpin NSW's supply chains and generate significant employment.

As the Western Sydney International Airport becomes operational, it is expected to further accelerate and employment activity, with significant job growth in aviation, freight, advanced manufacturing and agribusiness.

The following comments are submitted for consideration. This aim is to assist in refining the Draft Policy to ensure it effectively supports the strategic planning, preservation, and expansion of industrial lands across NSW.

Local Case Study with Liverpool

Within the Draft Policy, a case study of a recent Council-initiated Planning Proposal in Austral is highlighted as a success. The Council-initiated Planning Proposal sought to introduce more restrictive provision to safeguard industrial land from encroachment and incompatible uses. It is however important to note that at Gateway, a number of Council's recommended protection Clauses were not supported by the DPHI, resulting in the Planning Proposal being significantly amended. This experience highlights the challenges Local Government face in seeking to preserve Industrial lands in the absence of a strong and consistently applied State-led Industrial Lands Policy.

Overall, Council staff support the Draft Policy in principle, providing a clear framework to guide the planning of existing and new industrial and employment lands across the State. The Policy's approach of categorising lands as state, regional, or locally significant is particularly welcomed, as it recognises the differing context, scale, and strategic importance of each Precinct.

Guidance on Balancing Priorities

The Liverpool LGA is in a unique position compared to other LGAs across Greater Sydney where the LGA has a vast amount of state and regionally-significant employment lands and can be supported to provide more. Though simultaneously, the *Draft Sydney Plan* has set one of the highest five-year housing targets for the Liverpool LGA.

The inherit aim of strategic land use planning is to sustainably balance the demand for housing, jobs and services however the responses in the *Draft Sydney Plan* and objectives of *Statewide Policy for Industrial Lands* contradict one another and provide no guidance for how Local Government needs to consider these priorities. For example, areas around Moorebank Avenue which are in close proximity to the Intermodal face pressure for medium and high-density housing, which could conflict with industrial operations and limit capacity for freight, logistics and manufacturing growth. As such, there is a major risk that industrial land will be displaced in favour for housing, undermining the intent of this Policy.

Recommendation: The Policy needs to provide direction for Councils on balancing priorities with industrial land development and housing.

Assessment Mechanisms

The Policy requires clearer guidance on its role in assessing Planning Proposals (PPs) and Development Applications (DAs), including structured objectives or mechanisms to determine the strategic merit of proposals.

Recommendation: It is recommended that these objectives be structured similarly to Technical Note 2 of the Draft Policy. The detailed considerations already included in the Draft Policy can be translated into clear objectives to guide the assessment process and ensure development proposals align with the Policies intentions.

It is further recommended that guiding criteria or objectives be provided for a range of scenarios affecting industrial and employment lands, including:

- Planning Proposals to create new industrial precincts;
- Proposals to expand, increase, or intensify activities in existing precincts;
- Proposals that reduce industrial land or development potential in an existing precinct;
- Proposals for Additional Permitted Uses in existing precincts; and
- Proposals introducing a new zone.

Terminology

The interchangeable use of the term *industrial land* to encompass all employment lands creates confusion. While the introduction states that the Policy does not apply to areas used primarily for commercial or retail purposes, it simultaneously defines all employment lands as *industrial lands*. Furthermore, the glossary definition of *industrial lands* currently refers to *employment lands*, which adds to the ambiguity.

Recommendation: The terms *industrial lands* and *employment lands* should have distinct definitions. *Industrial lands* should refer to traditional industrial uses, such as warehousing, manufacturing, and freight, while *employment lands* should encompass all employment uses, including retail, services, health, utilities, and industrial uses. Clearer definitions of the various industrial typologies are also needed, as each has different requirements and considerations, including location, land needs, sensitivity impacts, and utility infrastructure.

Industrial Lands Interface

There are increasing interface issues between residential and industrial developments, particularly as the both intensify. While the Policy comments on the interface issue, there is not enough guidance on how to manage it.

This is especially pertinent for the Liverpool LGA as it has some of the largest industrial precincts. In addition to operational impacts such as noise, traffic and amenity, visual prominence is also a significant consideration. Large scale industrial built form and associated infrastructure can be highly visible within the broader landscape. For example, elements of the Moorebank Intermodal Precinct are visually prominent from surrounding residential areas and transport corridors. Visual impacts should be recognised as part of the interface management framework.

Recommendation: The Policy provide greater guidance on the interface issues between industrial precincts and residential development including consideration of operational, amenity and visual impacts to mitigate visual prominence.

Infrastructure Commitments

A number of major industrial precincts in Liverpool have been planned, rezoned or approved by the State Government, including Prestons, the Moorebank Intermodal Terminal Precincts, and the Aerotropolis. Despite their strategic importance, these precincts have historically experienced insufficient or delayed transport infrastructure delivery.

This has resulted in:

- Constraints on development staging and capacity,
- Reduced investor confidence,
- Increased congestion and travel delays on surrounding road networks,
- Elevated road safety risks, including serious-injury crash potential, and
- Significant ongoing financial burden on Council for bridge, culvert and pavement maintenance.

Council strongly emphasises that timely delivery of committed transport infrastructure is critical to achieving the intended economic and employment outcomes of these state-led precincts

In particular, the Aerotropolis precincts requires clear infrastructure staging to ensure transport, utility and enabling infrastructure is delivered in a coordinated and integrated manner. Without clearly defined sequencing and alignment between land release and infrastructure provision there is a risk that development will outpace infrastructure capacity.

Recommendation: Council requests that the Policy explicitly address:

- The requirement for early and coordinated transport infrastructure delivery in state-led industrial precincts,
- Mechanisms to secure infrastructure commitments prior to or concurrent with development, and
- Clear accountability for delivery between DPHI, Transport for NSW (TfNSW), and relevant agencies.

Lack of Sustainability and Resilience

The Liverpool LGA is one of the most vulnerable areas of Greater Sydney to heat, with the number of hot days in the LGA expected to increase over the coming years.

Future industrial sites should be mandated to improve overall landscaping, and tree canopy.

Furthermore, industrial precincts are dominated by heavy-vehicle movements and car-based employee travel. Providing greater public and active transport connections will improve the health of users in the area and enhance the sustainability of the precinct.'

Recommendation: Council recommends measures to support workforce accessibility, reduce congestion, improve safety outcome as well as enhance resilience and sustainability, by including in the Policy:

- A best-practice guide for integrating public transport access into industrial precincts,
- Safe and connected active transport infrastructure, and
- Measures to encourage mode shift for employees where feasible.
- Additional landscaping requirements and metrics
- Embedding tree canopy recommendations for both public land and private land
- Greater consideration of biodiversity matters.

Key Policy Issues and Recommendations

Table 1 below identifies inconsistencies and areas where additional guidance or clarification is needed within the Policy

Table 1 – Key Policy Issues and Recommendations

<i>Issue</i>	<i>Council Comment</i>	<i>Council Recommendation</i>
1.2 What the Policy includes		
Assessment framework	Considerations are high-level and lack structured objectives, criteria or decision-making tools to assess PPs and DAs affecting industrial lands	Translate existing considerations into clear assessment objectives, aligned with Technical Note 2, and confirm the Policy's role in assessing matters under Clauses 3.33 and 4.12 of the EP&A Act.
Definition inconsistency	The interchangeable use of "industrial lands" and "employment lands" creates ambiguity and undermines policy application.	Adopt distinct definitions: "industrial lands" for traditional industrial uses, and "employment lands" for broader employment functions. Amend glossary accordingly
1.4 Where the Policy applies		
Policy scope	The Policy states it "generally applies" to certain zones and instruments, creating uncertainty in statutory application.	Clearly define where and how the Policy applies, including explicit zone and SEPP coverage.

2.2 Principles and metrics		
Inclusion of Locally Significant Column	Metrics lack clarity, and Locally Significant industrial lands are not adequately addressed.	Add a Locally Significant category to the metrics table and clearly identify quantitative indicators used.
3.1 Roles and responsibilities of managing industrial land		
Role of the Employment Lands Development Program	Limited transparency and engagement with Councils regarding the Employment Lands Development Program (ELDP).	Provide clearer governance arrangements, key contacts, and commit to regular Council engagement.
3.2 Planning implications of categorisation		
Development standards	Councils are expected to amend standards without guidance, risking duplication and inconsistency.	DPHI to provide direction on which development standards may require amendment and associated timeframes
Cumulative traffic impacts	Exempt and complying pathways may intensify industrial activity without addressing cumulative traffic impacts.	Introduce a framework to monitor cumulative impacts and define triggers for infrastructure upgrades.
3.5 Process for recategorisation		
Mapping update process	Unclear process for updating industrial land categorisation and maps.	Clarify whether updates occur through region plans, PPs, or a centralised spatial platform.
4.1 Strategic considerations and triggers for industrial land intensification		
Undermining Section 5	Preference for intensification risks undermining the strategic case for new industrial land supply.	Clarify that intensification should not preclude or disadvantage proposals for new industrial precincts.
Monitoring development activity trigger	The trigger; Monitoring of development activity has little rationale and largely does not make sense. As sustained development applications may actually indicate that an industrial	It is recommended to remove this as a trigger as it largely does not make sense.

	<p>precinct is functioning well, with controls being able to respond to market changes and allowing emerging industries to locate in existing precincts.</p> <p>Additionally, does this section mean to say increasing floor space or increasing floor space ratios, as increased FSRs would typically be the result of intensification planning process and increasing total industrial floor space would mean that the existing controls already permit intensification of industrial lands.</p>	
4.2 Matters for consideration in the intensification of industrial land		
Environmental impacts	The environmental impacts section focuses too much on mitigating adverse effects and does not outline any requirements to improve the resilience and sustainability of the precinct.	It is recommended that the matter for consideration under environmental impacts also encourages ways to improve environmental outcomes rather than just mitigating adverse affects and should include the consideration of biodiversity within the environmental impacts row.
5 Planning new industrial lands		
Duplication	'Create a quality place' is duplicated.	Remove.
Assessment requirements	This section outlines broad vision statements and should provide greater detail and guidance, with detailed objectives that Councils we be able to use in assessments for Planning Proposals.	Recommending outlining measurable and detailed objectives for this section and an example of a planning proposal assessment.
Landscaping requirements	Landscaping is only mentioned for street frontages and site boundaries.	Additional landscaping, including tree canopy above carparking areas to help

		mitigate urban heat, should also be considered. Biodiversity conservation areas should also be recognised as a sensitive land use and sensitive receivers
7 Monitoring and evaluation		
ELDM and ELDP	Heavy reliance on ELDM/ELDP without clear accountability or reporting mechanisms.	Commit to transparent reporting, regular updates, and Council involvement in monitoring and infrastructure sequencing.
8 Glossary		
Terminology	As comments listed above regarding 'employment lands' and 'industrial lands'.	Recommended amending the definitions for 'industrial lands' and 'employment lands' to reflect comments made earlier in this submission. Sensitive land uses' should also include biodiversity conservation areas.
Technical Note 2		
Lack of measurable outcomes	The considerations of this Technical Note provide some guidance for Councils however they require more tangible outcomes and actions.	The justifications are largely open ended and any proposal aiming to add alternative uses should be required to answer specific questions or justification.
Balance of priorities	Residential development has not been addressed in this section as well. More guidance is needed for Councils to balance priorities across the State.	Council recommends residential development should only be considered in exceptional circumstances and should not result in residential development adjacent to industrial lands.

ITEM 03

'Walk-through' of Concept Design (George Street and Moore Street, Liverpool Upgrades)

Strategic Objective	Liveable, Sustainable, Resilient Deliver effective and efficient planning and high-quality urban design to provide best outcomes for a growing city
File Ref	043561.2026
Report By	Ashlyn Narayan - Acting Project Officer
Approved By	Lina Kakish - Director Planning & Design

EXECUTIVE SUMMARY

The purpose of this report is to provide a 'walk-through' of the completed Concept Design for the George and Moore Street Upgrades in the Liverpool City Centre. This was requested by the Mayor and Councillors at the 10 February 2026 Governance Committee Meeting, so they are across the more granular detail of the completed Concept Design, to assist them with providing further input throughout the Detailed Design stage, and to enable them to communicate proposed future changes to the community.

RECOMMENDATION

That the Governance Committee receives and note this report and 'walk-through' that will be provided at the meeting, and notes that the project is continuing to progress through to the detailed design phase.

REPORT

The purpose of this report is to provide a 'walk-through' of the completed Concept Design for the George and Moore Street Upgrades in the Liverpool City Centre, as requested by the Mayor and Councillors at the 10 February 2026 Governance Committee Meeting.

By way of background, the 100% Concept Design package was finalised in November 2025. It was presented at various Council and Committee Meeting between February and November 2025, including Executive Leadership Team Meetings, Governance Committee Meetings, to the (former) Liverpool Traffic Committee and via Councillor briefings/updates. On 18 March 2025, the Governance Committee endorsed the project to proceed to community consultation and to progress the Concept and Detailed Design stages.

The Concept Design has since been finalised and the Detailed Design stage has commenced, which includes further technical review, refinement and finalisations of the designs and

specifications, with the goal being shovel-ready for future funding opportunities and construction.

The 100% complete Concept Design was presented at the 10 February 2026 Governance meeting as an FYI progress update to the Mayor and Councillors. At the meeting, the Mayor and Councillors requested a 'walk-through' of the completed Concept Design be provided at a future meeting, so they are across the more granular detail of the completed Concept Design, to assist them with providing further input throughout the Detailed Design stage, and to enable them to communicate proposed future changes to the community. The purpose of this report and accompanying attachment, is to provide this requested 'walk-through'.

FINANCIAL IMPLICATIONS

The Concept and Detailed Design stages of the project are fully grant funded through the NSW Government's 'Get Active NSW' Program. Costs associated with this recommendation have been included in Council's budget for the current financial year and Council's long-term financial plan.

CONSIDERATIONS

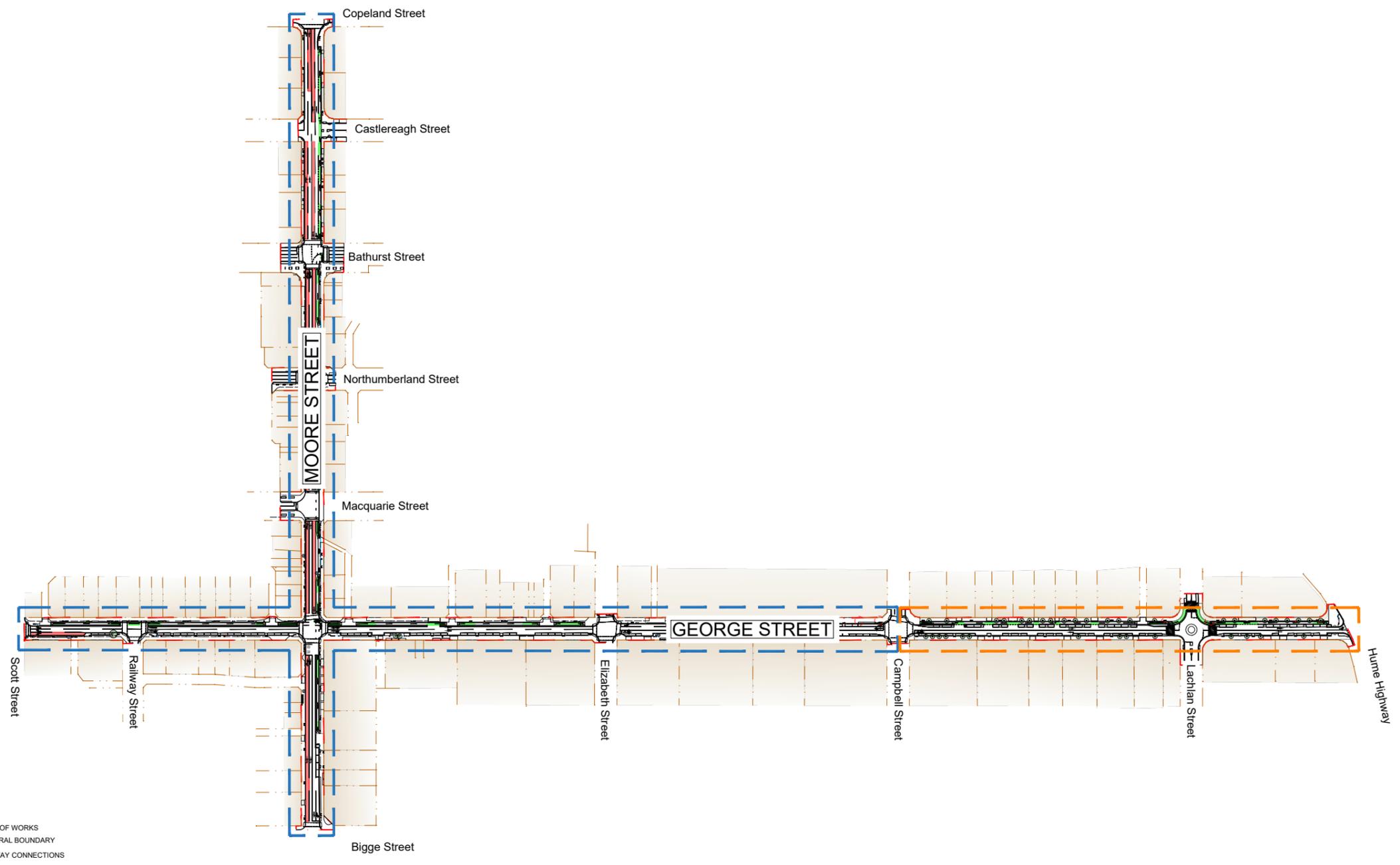
<p>Economic</p>	<p>Deliver and maintain a range of transport related infrastructure such as footpaths, bus shelters and bikeways.</p> <p>Provide efficient parking for the City Centre.</p> <p>Enhance the environmental performance of buildings and homes.</p> <p>Deliver a high quality local road system including provision and maintenance of infrastructure and management of traffic issues.</p> <p>Facilitate economic development.</p>
<p>Environment</p>	<p>Manage the environmental health of waterways.</p> <p>Manage air, water, noise and chemical pollution.</p> <p>Promote an integrated and user friendly public transport service.</p> <p>Support the delivery of a range of transport options.</p>
<p>Social</p>	<p>Utilise the Western Sydney City Deal agreement to provide connectivity across the LGA through infrastructure and social initiatives.</p> <p>Raise awareness in the community about the available services and facilities.</p> <p>Support access and services for people with a disability.</p>

Civic Leadership	Act as an environmental leader in the community. Foster neighbourhood pride and a sense of responsibility.
Legislative	There are no legislative considerations relating to this report.
Risk	The risk is deemed to be Low. The risk is considered within Council's risk appetite.

ATTACHMENTS

1. Attachment 1 - Streetscape Design for George Street and Moore Street, Liverpool – Concept Design Plans

ISO A1 594mm x 841mm



LEGEND
 - - - - - EXTENT OF WORKS
 - - - - - CADASTRAL BOUNDARY
 - - - - - CYCLEWAY CONNECTIONS
 - - - - - CORE AREA
 - - - - - PERIPHERY AREA

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 NSW 2170

PROJECT MANAGEMENT INITIALS

B. DODS	F. CIANCIO	M. MALLIA
DESIGNER	CHECKED	APPROVED

PROJECT DATA

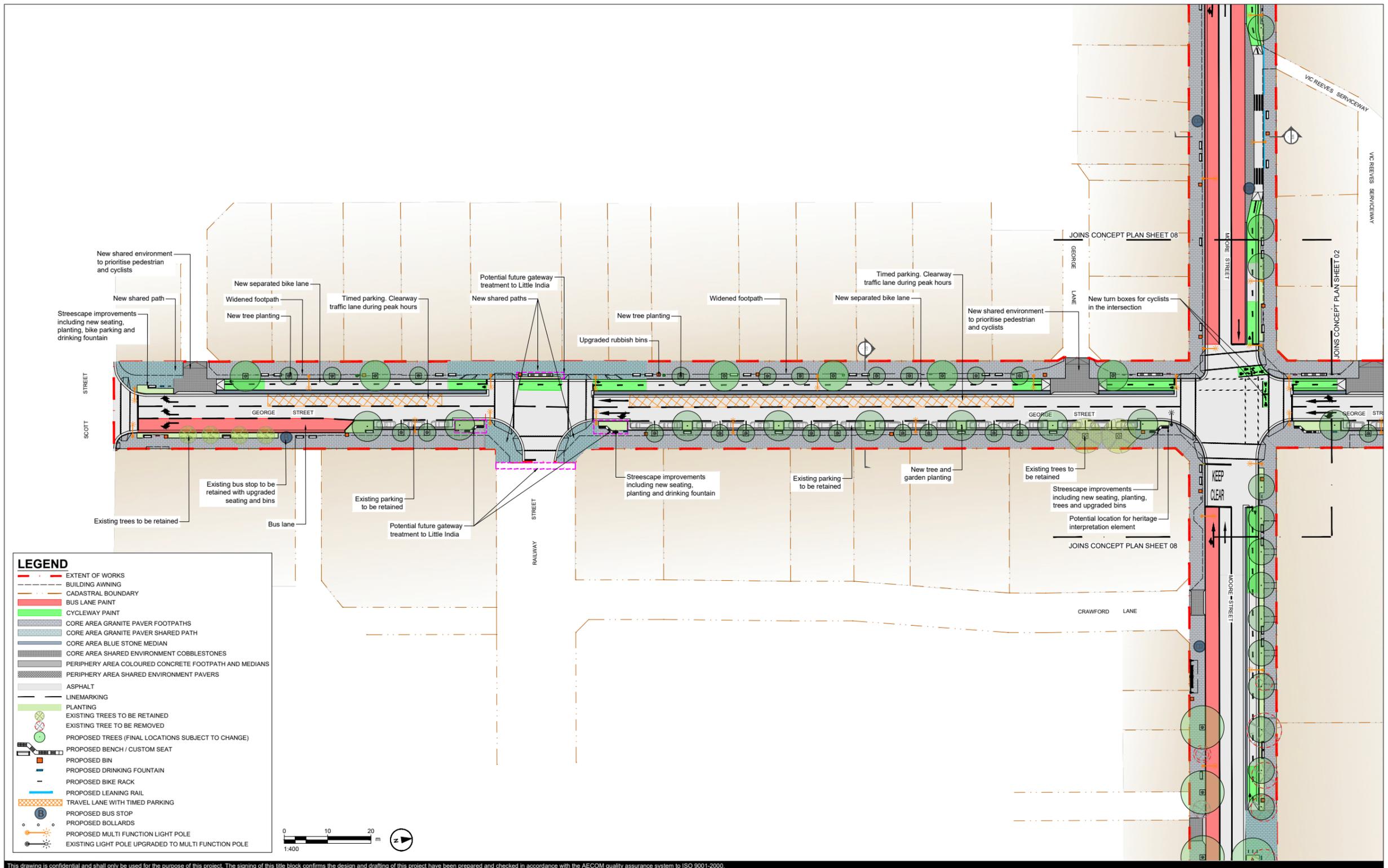
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ISSUE/REVISION

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D	9.10.25	CONSULTATION
C	19.09.25	CONSULTATION
B	19.06.25	CONSULTATION
A	16.05.25	CONSULTATION

PROJECT NUMBER
60737859
SHEET TITLE
GEORGE STREET
CONCEPT PLAN
SHEET 00
SHEET NUMBER
60737859-SKE-PLAN_0

ISO A1 584mm x 841mm



LEGEND

- EXTENT OF WORKS
- BUILDING AWNING
- CADASTRAL BOUNDARY
- BUS LANE PAINT
- CYCLEWAY PAINT
- CORE AREA GRANITE PAVER FOOTPATHS
- CORE AREA GRANITE PAVER SHARED PATH
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- PERIPHERY AREA COLOURED CONCRETE FOOTPATH AND MEDIANS
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- ASPHALT
- LINEMARKING
- PLANTING
- EXISTING TREES TO BE RETAINED
- EXISTING TREE TO BE REMOVED
- PROPOSED TREES (FINAL LOCATIONS SUBJECT TO CHANGE)
- PROPOSED BENCH / CUSTOM SEAT
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- PROPOSED MULTI FUNCTION LIGHT POLE
- EXISTING LIGHT POLE UPGRADED TO MULTI FUNCTION POLE



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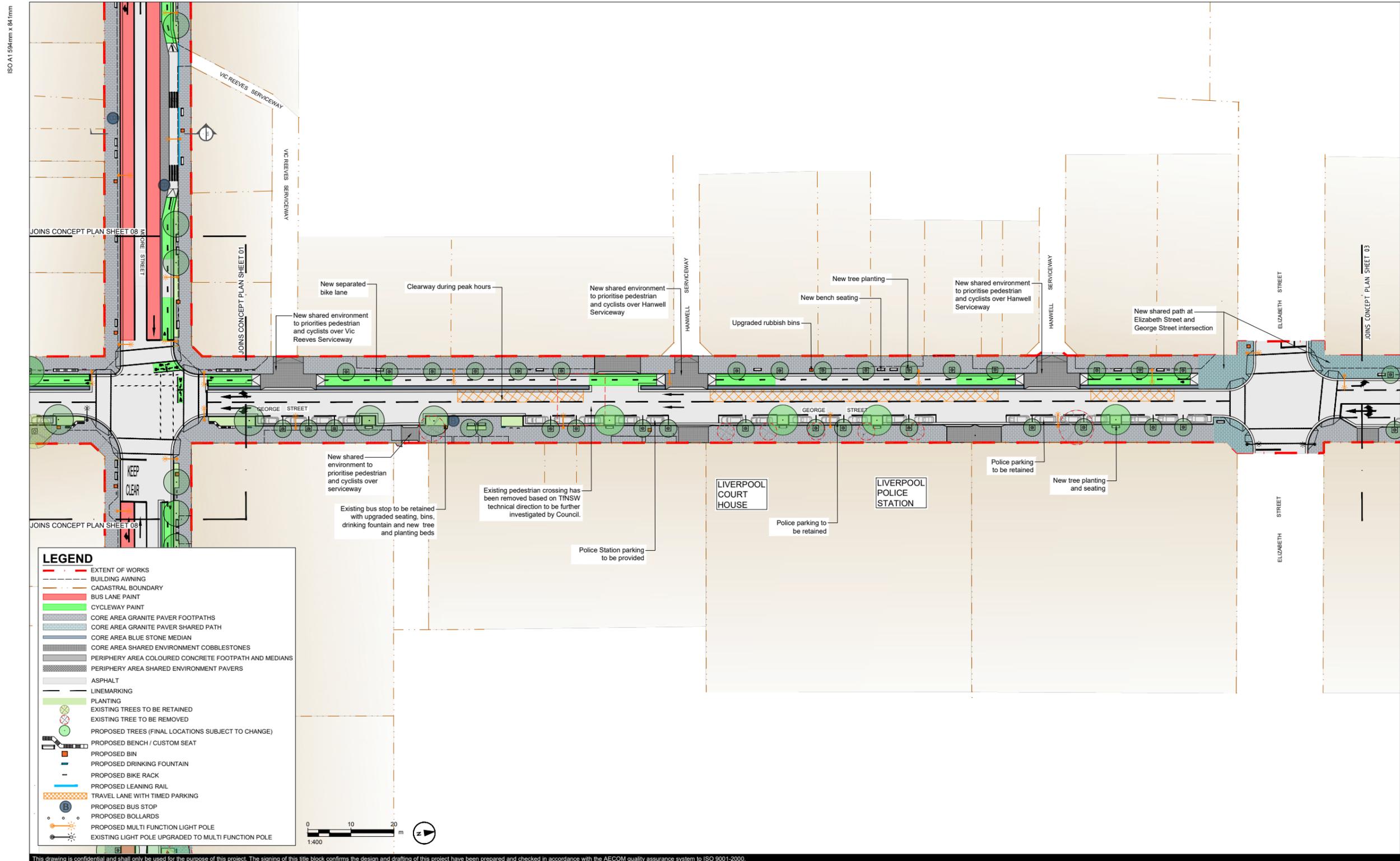
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SHEET 01

SHEET NUMBER
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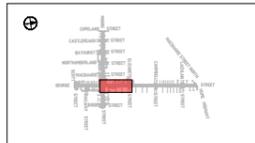
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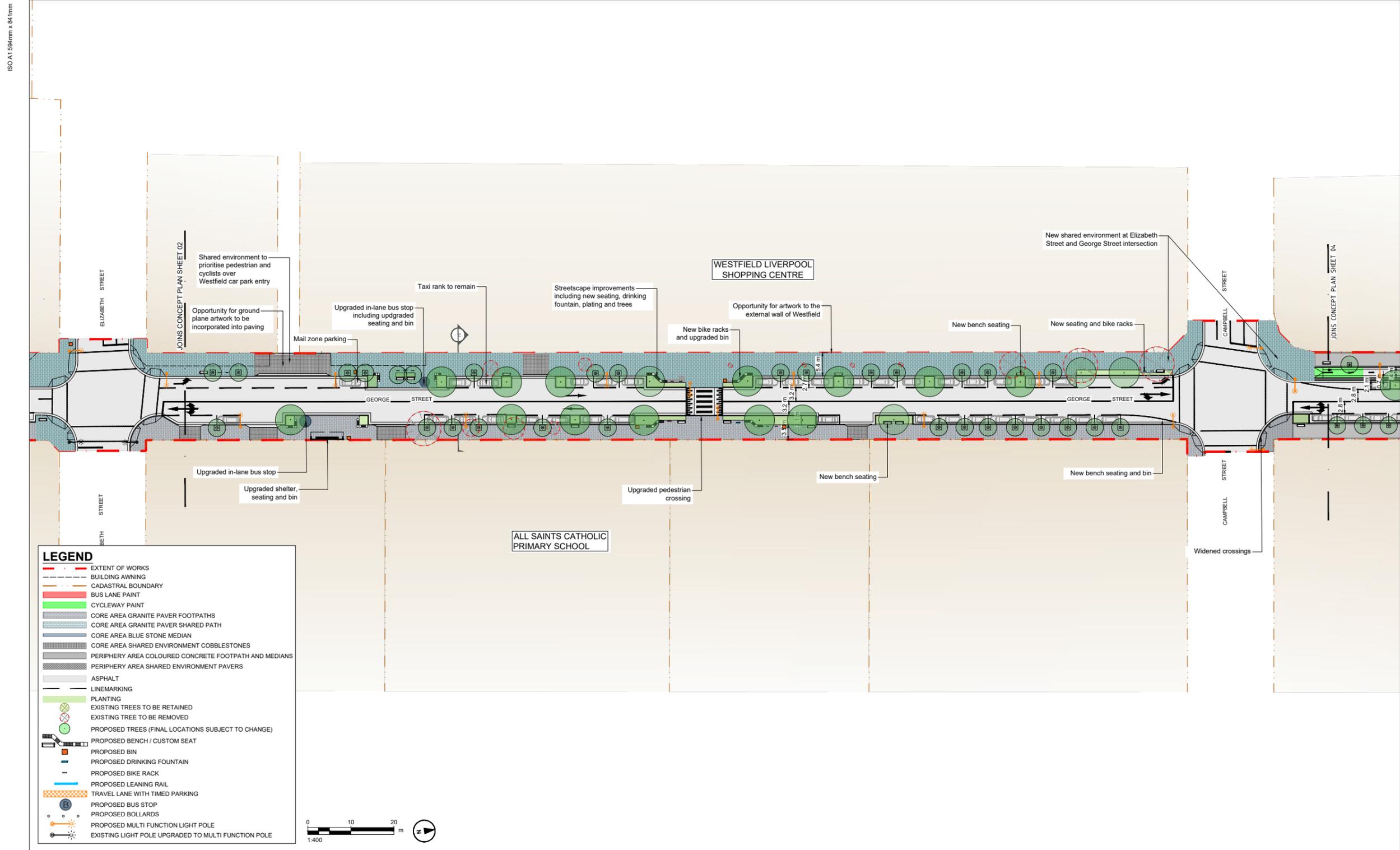
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60737859
SHEET TITLE
GEORGE STREET
CONCEPT PLAN
SHEET 02
SHEET NUMBER
60737859-SKE-PLAN_2



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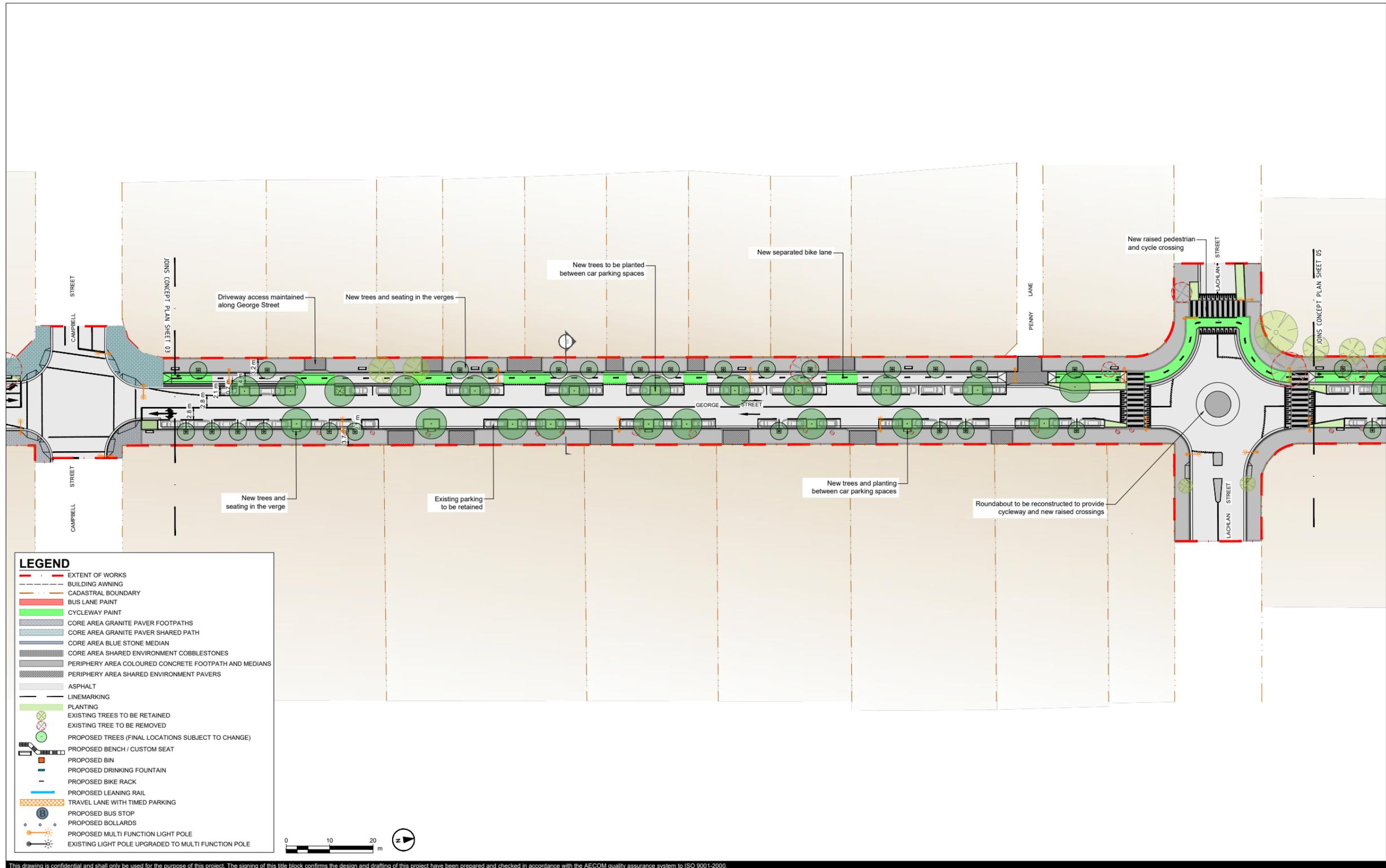
SHEET TITLE

GEORGE STREET
CONCEPT PLAN
SHEET 03

SHEET NUMBER

60737859-SKE-PLAN_3

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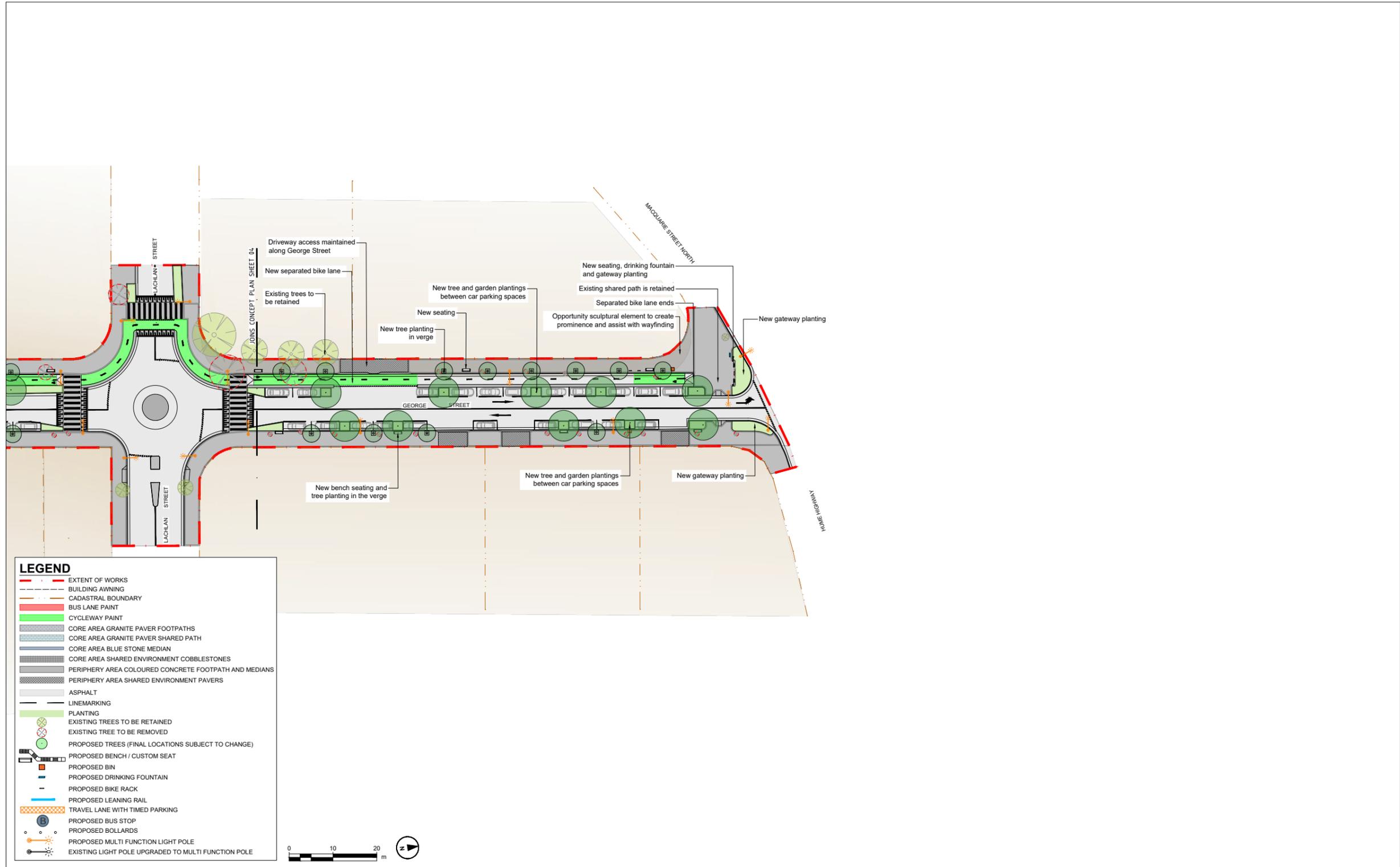
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CONCEPT PLAN
SHEET 04
SHEET NUMBER
60737859-SKE-PLAN_4

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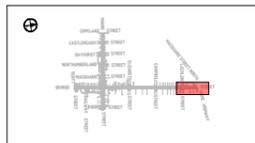


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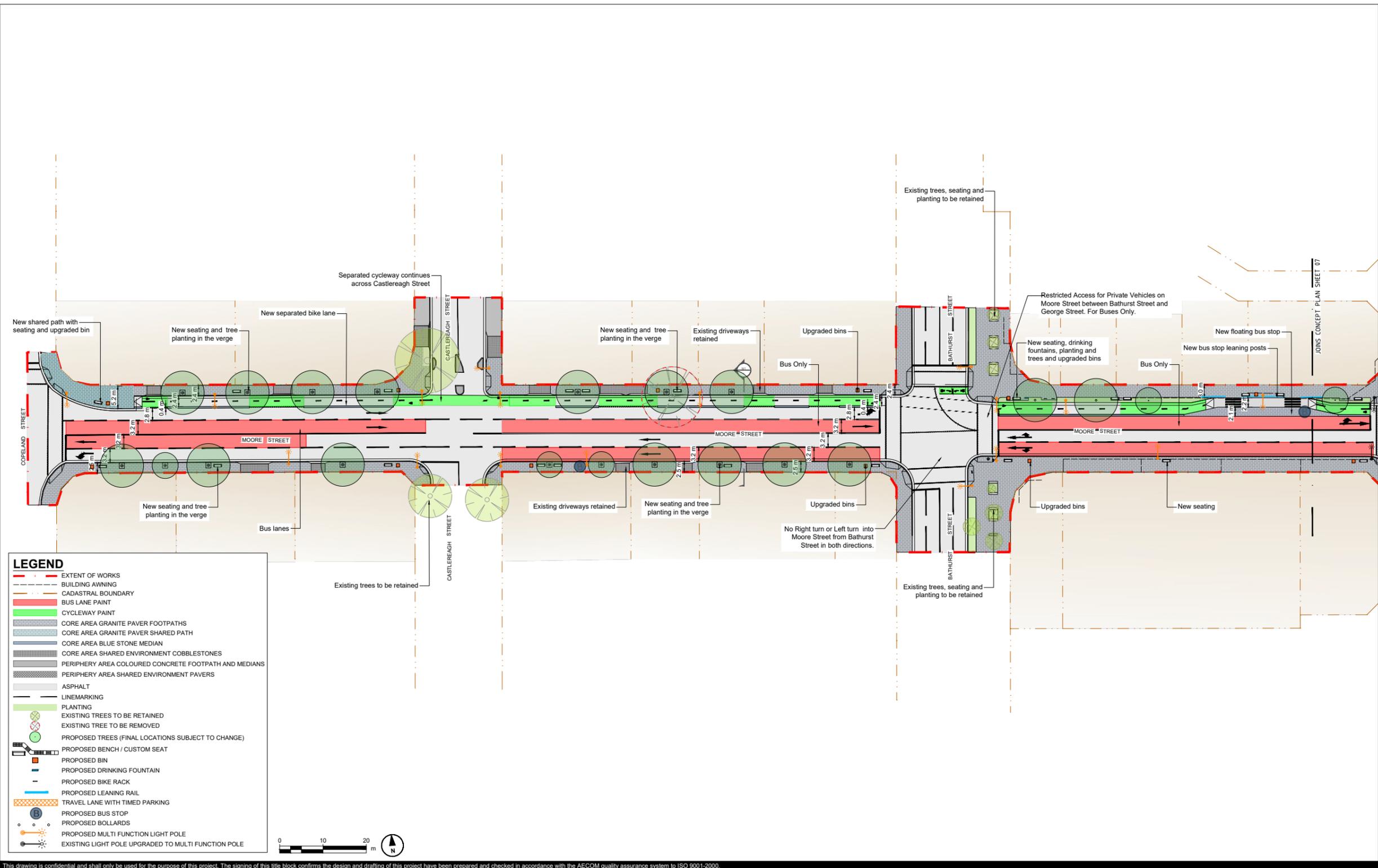
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GEORGE STREET
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SHEET 05

SHEET NUMBER

60737859-SKE-PLAN_5

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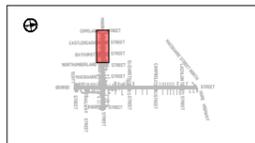


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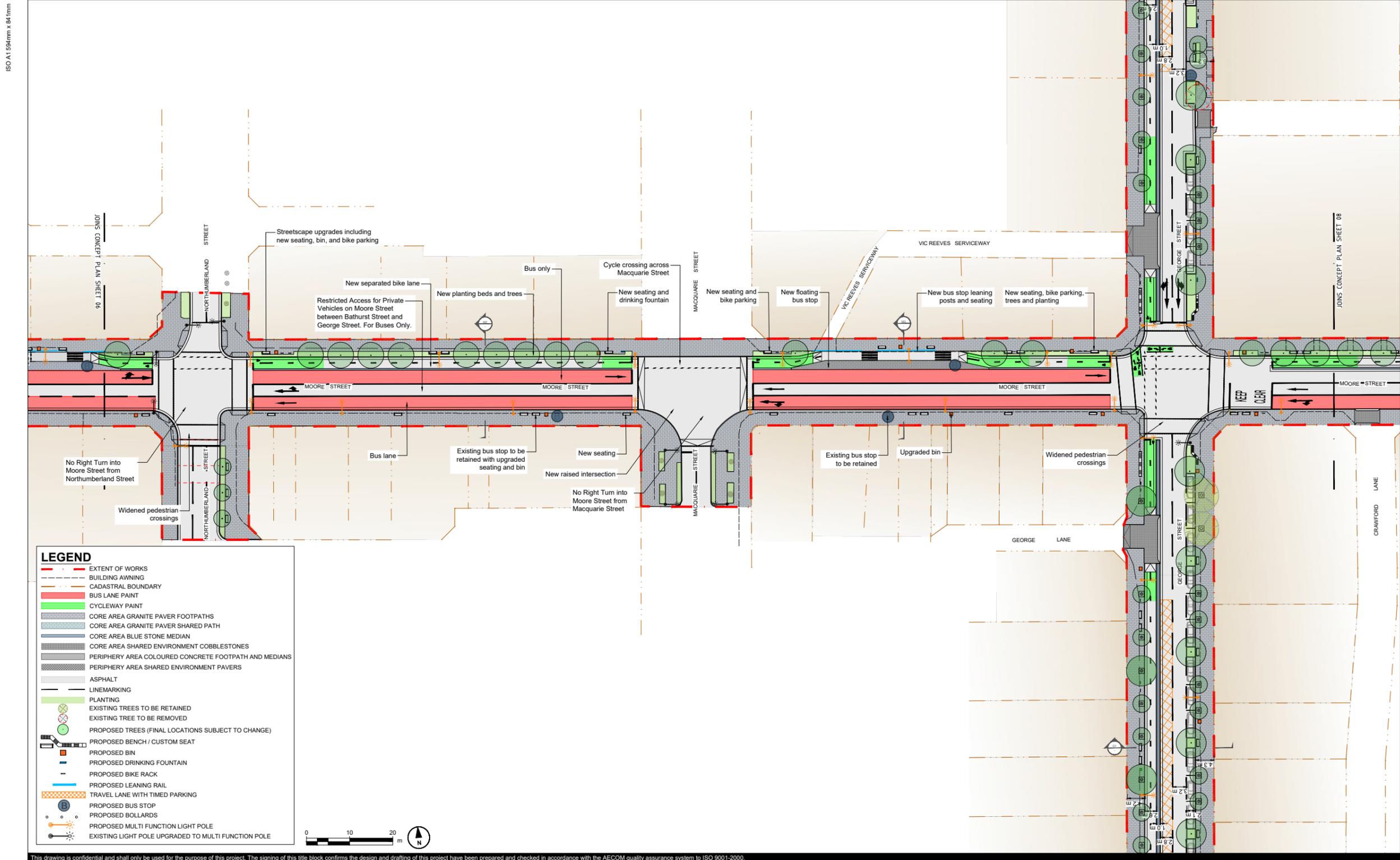
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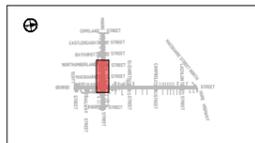
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60737859
SHEET TITLE
MOORE STREET
CONCEPT PLAN
SHEET 06
SHEET NUMBER
60737859-SKE-PLAN_6



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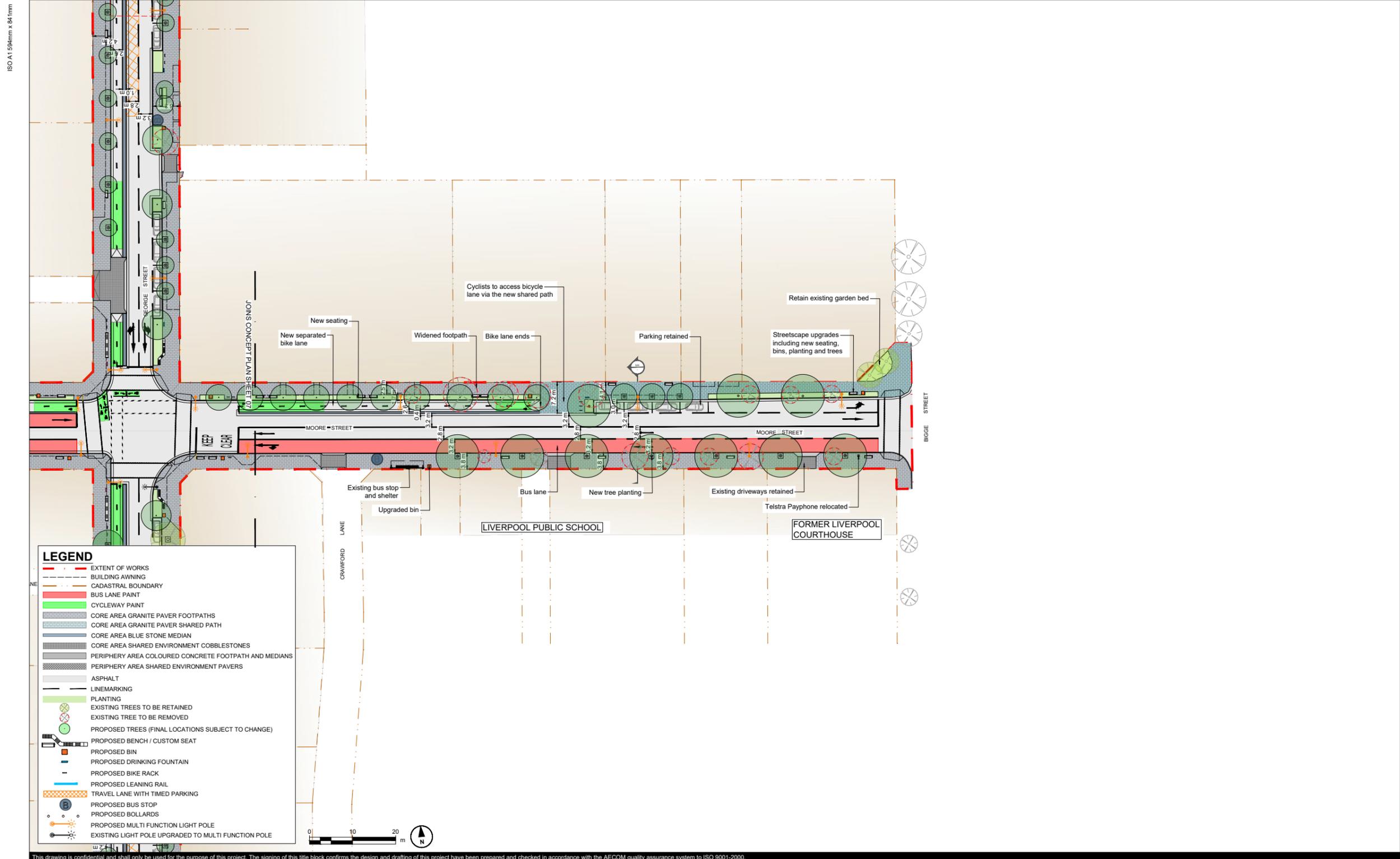
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MOORE STREET
CONCEPT PLAN
SHEET 07

SHEET NUMBER

60737859-SKE-PLAN_7



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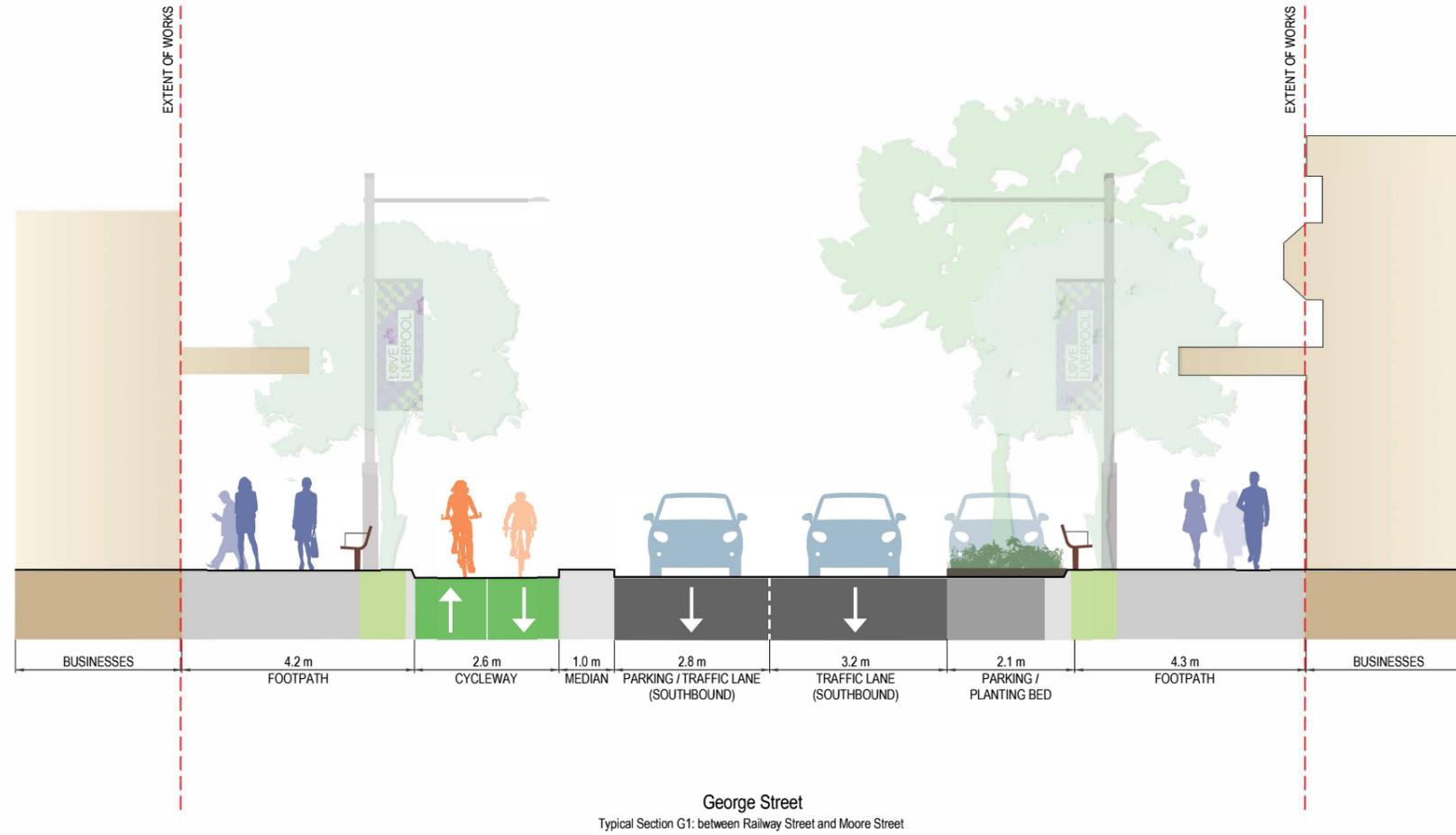
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60737859
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MOORE STREET
CONCEPT PLAN
SHEET 08
SHEET NUMBER
60737859-SKE-PLAN_8

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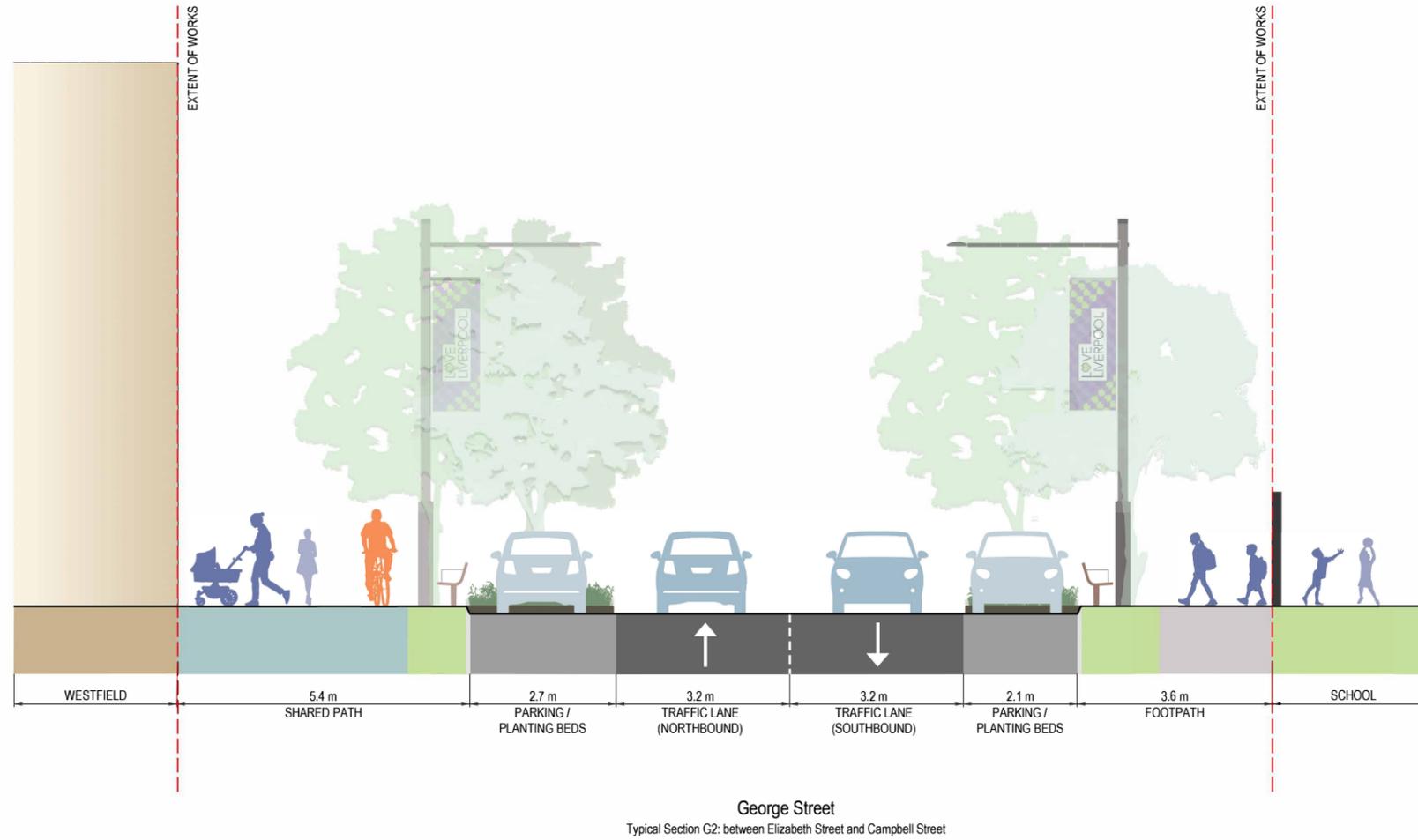
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TYPICAL CROSS SECTION
GEORGE STREET - G1

SHEET NUMBER

60737859-SKE-SECTION_

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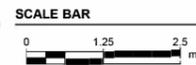
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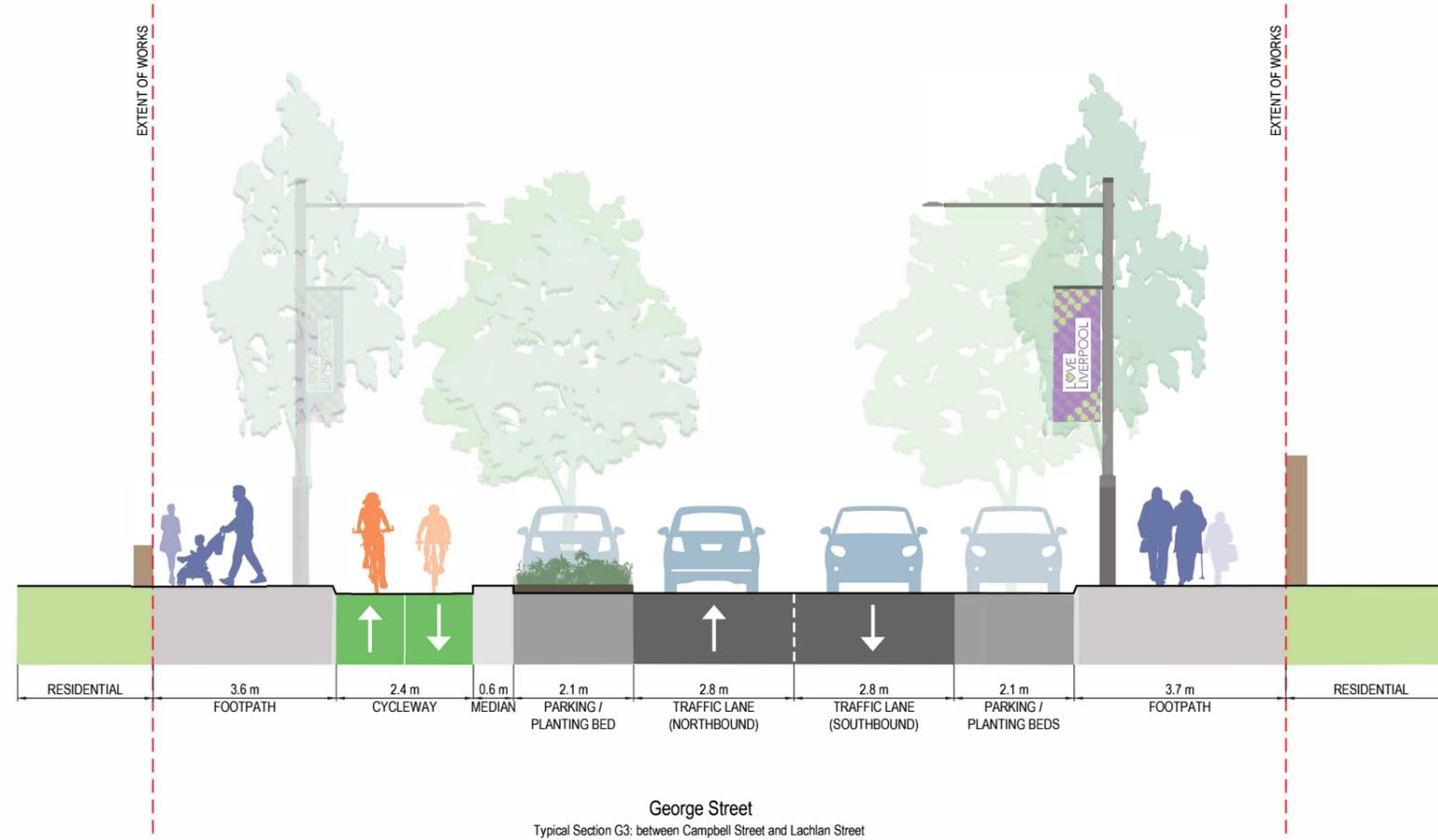
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GEORGE STREET - G2

SHEET NUMBER

60737859-SKE-SECTION_

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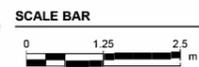
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PROJECT MANAGEMENT INITIALS

B. DODS	F. CIANCIO	M. MALLIA
DESIGNER	CHECKED	APPROVED

PROJECT DATA

DATUM	AHD	SURVEY	MGA56
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ISSUE/REVISION

IR	DATE	DESCRIPTION
E	10.10.25	CONSULTATION
D	19.09.25	CONSULTATION
C	19.05.25	CONSULTATION
B	16.05.25	CONSULTATION
A	17.04.25	CONSULTATION

PROJECT NUMBER

60737859

SHEET TITLE

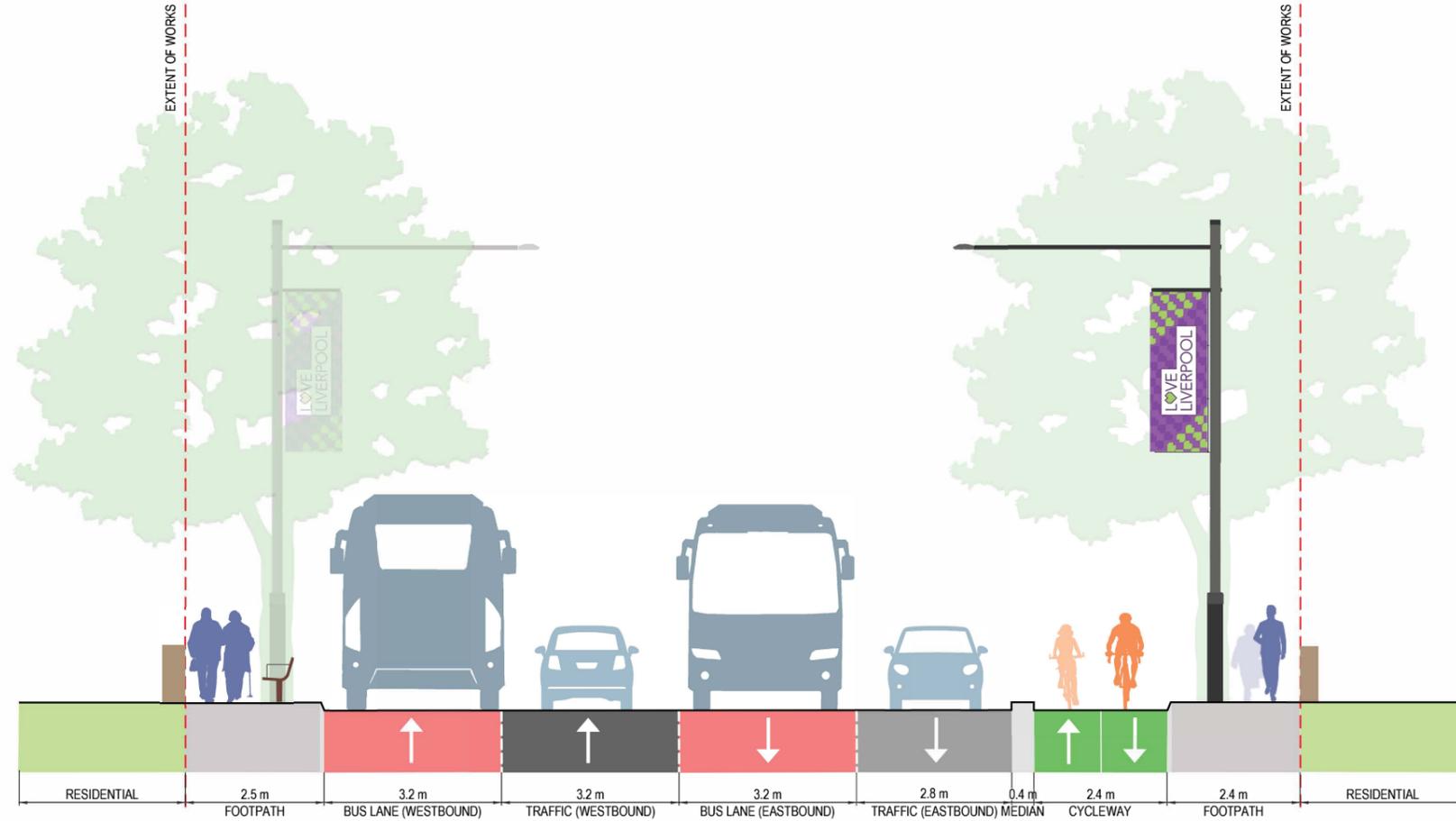
TYPICAL CROSS SECTION
GEORGE STREET - G3

SHEET NUMBER

60737859-SKE-SECTION_

FOR INFORMATION ONLY

ISO A1 594mm x 841mm



Moore Street
Typical Section M1: between Castlereagh Street and Bathurst Street

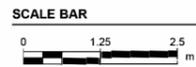
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KEY PLAN

PROJECT MANAGEMENT INITIALS		
B. DODS	F. CIANCIO	M. MALLIA
DESIGNER	CHECKED	APPROVED

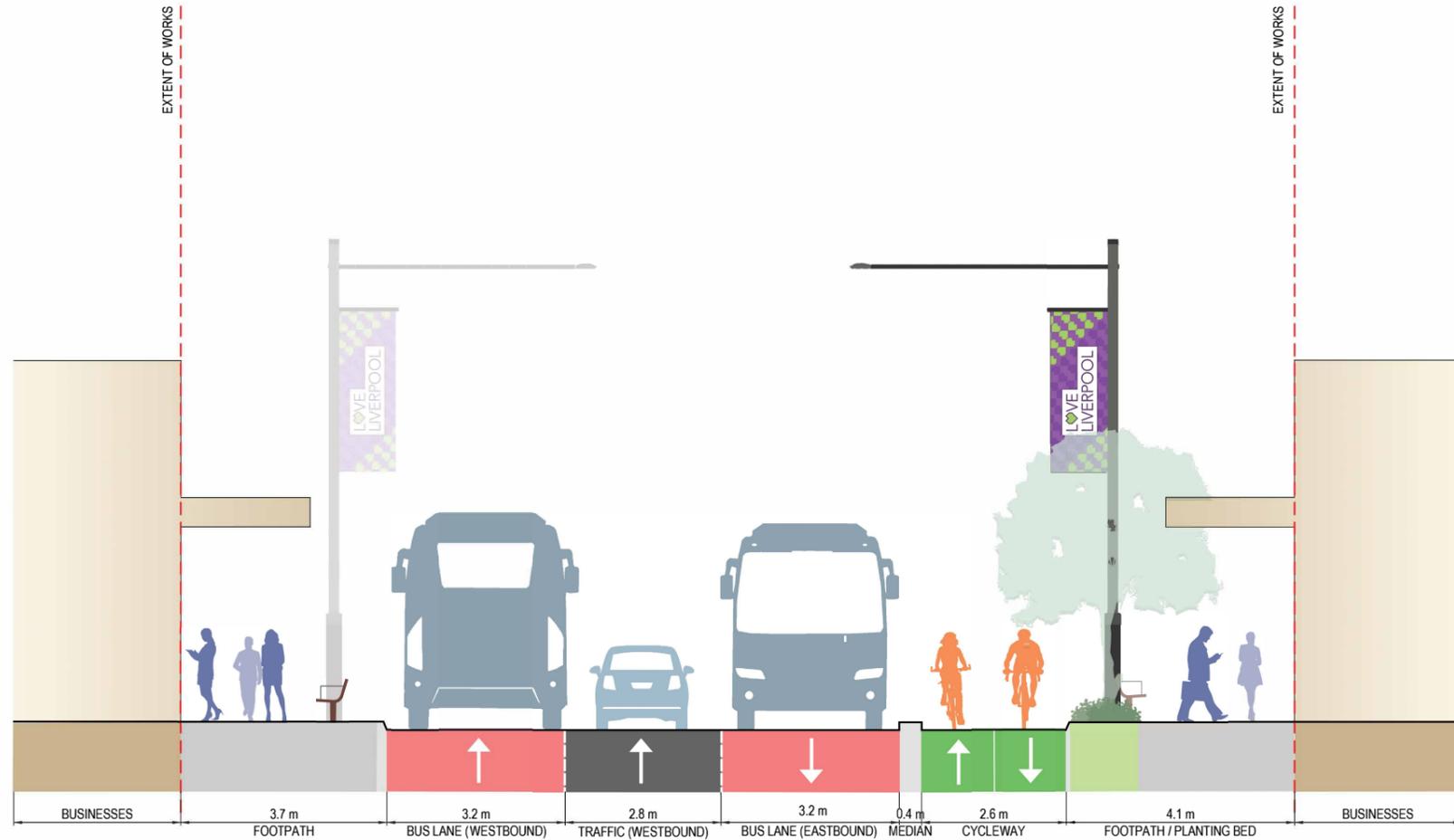
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DATUM	AHD	SURVEY	MGA56

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PROJECT NUMBER
60737859
SHEET TITLE
TYPICAL CROSS SECTION
MOORE STREET - M1
SHEET NUMBER
60737859-SKE-SECTION_

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Typical Section M2: between Northumberland Street and Macquarie Street
Typical Section M2

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SCALE BAR
0 1.25 2.5 m

KEY PLAN

PROJECT MANAGEMENT INITIALS

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PROJECT DATA

DATUM	AHD	SURVEY	MGA56
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A	17.04.25	CONSULTATION

PROJECT NUMBER

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SHEET TITLE

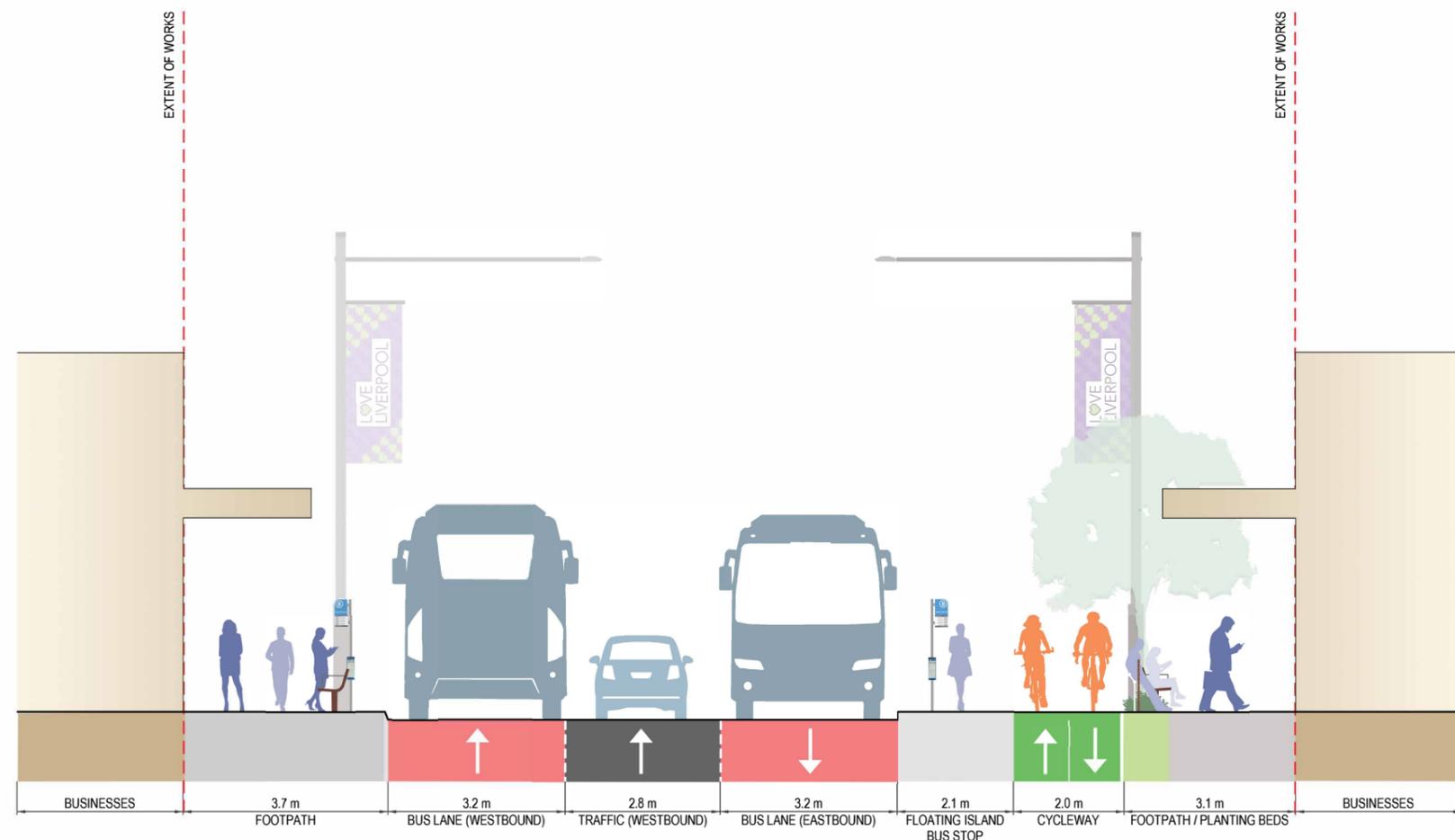
TYPICAL CROSS SECTION
MOORE STREET - M2

SHEET NUMBER

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Typical Section M3: between Macquarie Street and George Street
Typical Section M3

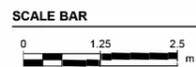
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KEY PLAN

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B. DODS	F. CIANCIO	M. MALLIA
DESIGNER	CHECKED	APPROVED

PROJECT DATA

DATUM	AHD	SURVEY	MGA56
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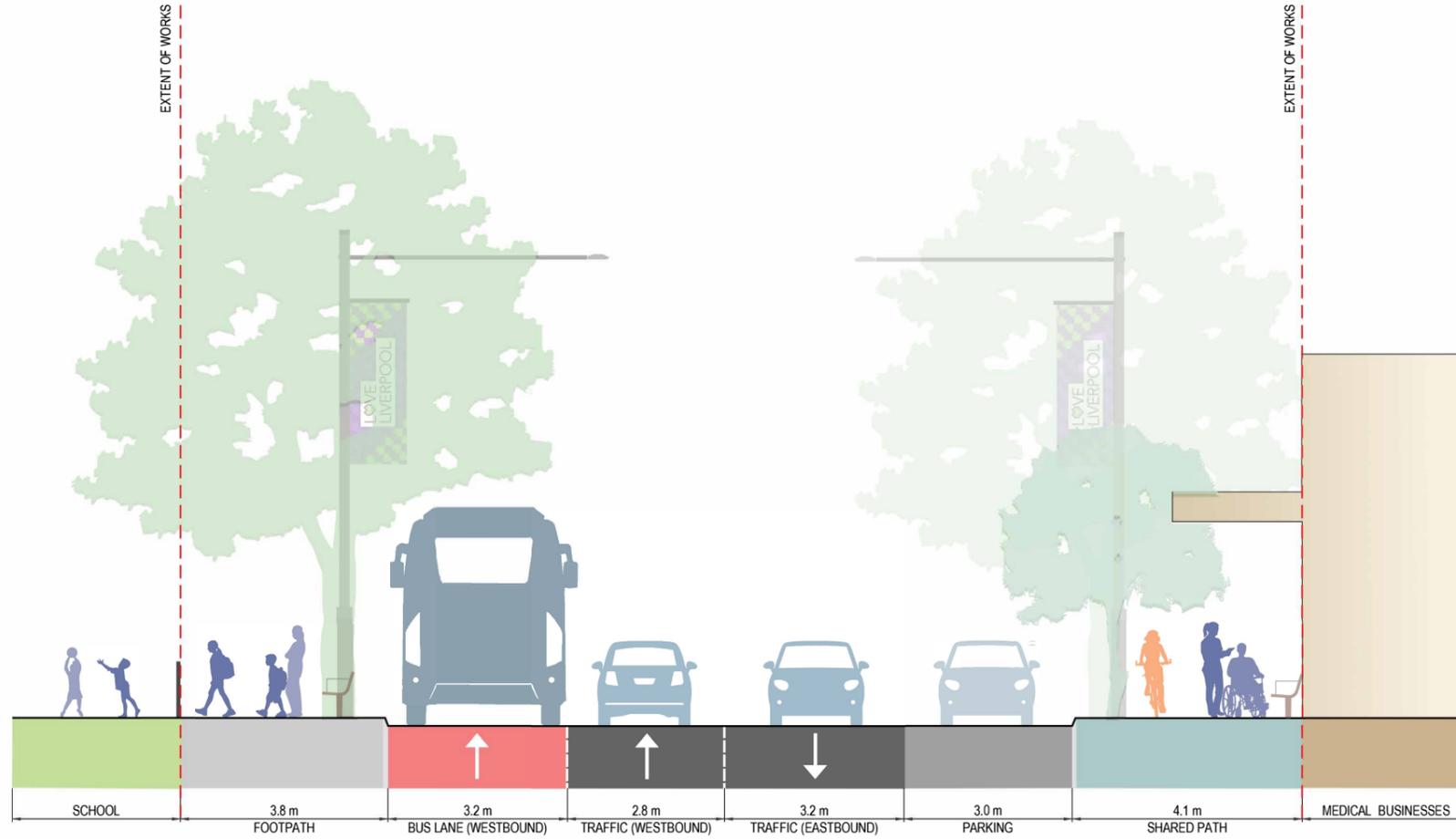
TYPICAL CROSS SECTION
MOORE STREET - M3

SHEET NUMBER

60737859-SKE-SECTION_

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Moore Street
Typical Section M4: between George Street and Bigge Street

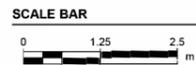
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KEY PLAN

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B. DODS	F. CIANCIO	M. MALLIA
DESIGNER	CHECKED	APPROVED

PROJECT DATA

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A	17.04.25	CONSULTATION

PROJECT NUMBER

60737859

SHEET TITLE

TYPICAL CROSS SECTION
MOORE STREET - M4

SHEET NUMBER

60737859-SKE-SECTION_

FOR INFORMATION ONLY

ITEM 04

Warwick Farm Precinct - Next Steps

Strategic Objective	Liveable, Sustainable, Resilient Deliver effective and efficient planning and high-quality urban design to provide best outcomes for a growing city
File Ref	044046.2026
Report By	Lilyan Abosh - Senior Strategic Planner
Approved By	Lina Kakish - Director Planning & Design

EXECUTIVE SUMMARY

The Warwick Farm Precinct (the Precinct) is bordered by the Hume Highway to the north, Governor Macquarie Drive to the east, Priddle Street to the south and the Cumberland Line to the west. A map of the Precinct is provided in *Figure 1*.

The Precinct is predominately low density residential in nature, and heavily interspersed with horse training and stabling establishments.

At the Ordinary Meeting of Council on 24 July 2024, Council resolved to investigate how best to deliver an Industrial / Innovation Precinct for the Precinct, which could include zones such as industrial, employment or special purpose. A copy of the Council Resolution is provided in **Attachment 1**.

Council staff have consequently investigated the delivery of an Industrial / Innovation Precinct through two (2) potential pathways – rezoning of the Precinct to E4 General Industrial or SP4 Enterprise. This includes an assessment of the strategic and site-specific merits of each pathway.

Having consideration to the above discussion points, it is proposed to table a preferred pathway recommendation for Council consideration at the Ordinary Meeting of Council on 25 March 2026.

RECOMMENDATION

That the Governance Committee receives and notes this Report.

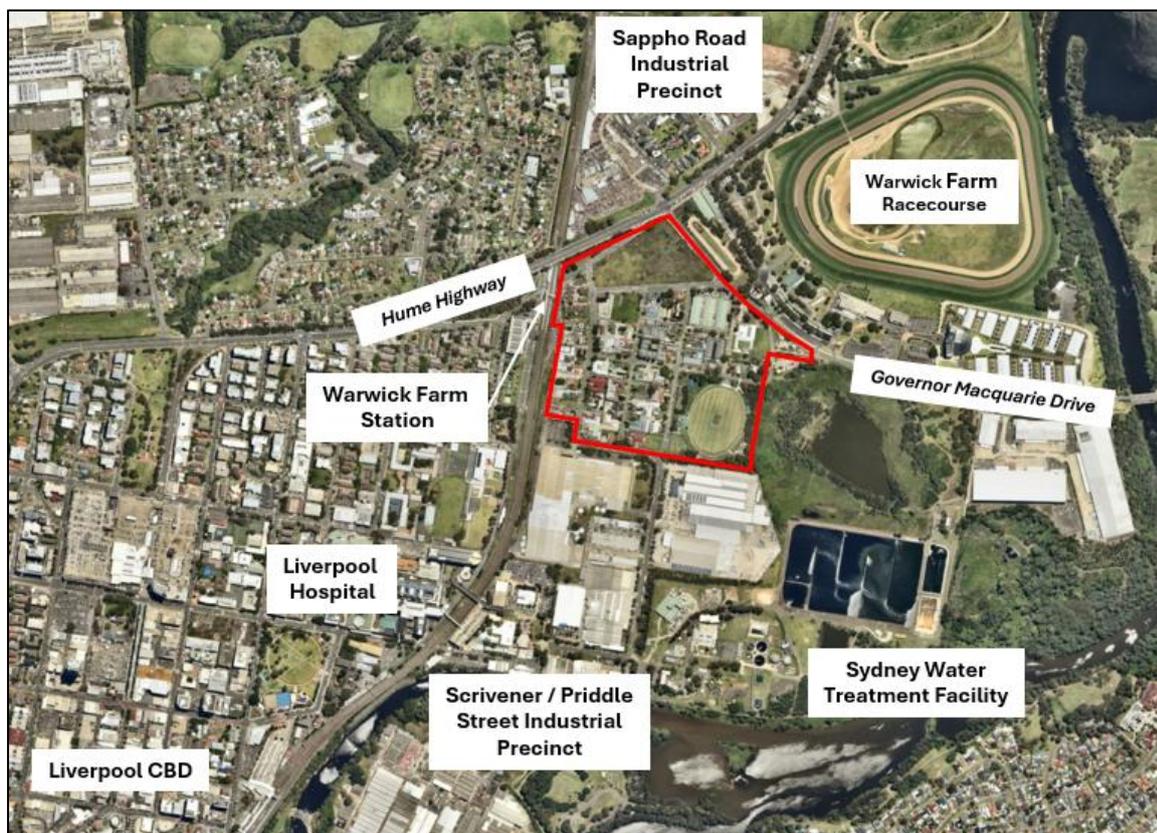
REPORT

Background

The Warwick Farm Precinct (the Precinct) refers to land directly south-west of the Warwick Farm Racecourse and is bordered by the Hume Highway to the north, Governor Macquarie Drive to the east, Priddle Street to the south and the Cumberland Line to the west. A map of the Precinct is provided in *Figure 1*.

The Precinct is predominantly zoned R2 Low Density Residential under the *Liverpool Local Environmental Plan 2008* (LLEP 2008) and is mostly comprised of low-density residential development. The Precinct is also heavily interspersed with horse training establishments, owing to its proximity to the nearby Racecourse.

Figure 1 – Aerial image of the Warwick Farm Precinct



Source: Nearmap

In addition, the Precinct is also characterised by:

- Medium to high flooding risk;
- Odour buffer from the nearby Warwick Farm Sewerage Treatment Works Plant;
- Limited vehicular access to enter / exit the Precinct;

- Industrial traffic arising from the Scrivener / Priddle Industrial Precinct to the south;
- Fragmented land ownership and small lots sizes for non-residential development; and
- High percentage of equine-related uses on individual lots.

At the Ordinary Meeting of Council on 24 July 2024, an Issues and Options Report (see **Attachment 1**) was tabled which contemplated the potential rezoning of this Precinct. At this meeting, Council (Item – PLAN 03) resolved the following:

1. *Endorses further investigation into how best to deliver an Industrial / Innovation Precinct for Warwick Farm (Option 2), this could contain zones such as industrial, employment or special used zones; and*
2. *Receives a report at a future Ordinary Meeting of Council detailing how to deliver an Industrial / Innovation Precinct for Warwick Farm (Option 2) including associated budgetary needs and indicative timeframes.*

Following the Meeting, Council staff have consequently investigated the delivery of an Industrial / Innovation Precinct through two (2) potential pathways – rezoning of the Precinct to E4 General Industrial or SP4 Enterprise.

Next Steps

At the Ordinary Meeting of Council on 25 March 2026, it is proposed to table a preferred pathway recommendation for the Warwick Farm Precinct for Council consideration. The Report will include an estimate of the additional budget required to commission relevant supporting studies to progress the preferred pathway as well as indicative timeframes.

FINANCIAL IMPLICATIONS

There are no financial implications relating to this recommendation.

CONSIDERATIONS

Economic	There are no economic and financial considerations.
Environment	There are no environmental and sustainability considerations.
Social	There are no social and cultural considerations.
Civic Leadership	There are no civic leadership and governance considerations.
Legislative	<i>Environmental Planning and Assessment Act 1979</i>

Risk	There is no risk associated with this Report.
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ATTACHMENTS

1. Warwick Farm Issues and Options Council Report and Minutes - 24 July 2024

PLAN 03	Warwick Farm Precinct - Issues and Options Paper
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Strategic Objective	Evolving, Prosperous, Innovative Implement planning controls and best practice urban design to create high-quality, inclusive urban environments
File Ref	185306.2024
Report By	Brianna Van Zyl - Senior Strategic Planner
Approved By	Lina Kakish - Director Planning & Compliance

EXECUTIVE SUMMARY

The Warwick Farm Structure Plan (**Attachment 1**), developed by Council in 2020 and 2021 for the Warwick Farm horse training area, has been on hold since 24 November 2021 when Council deferred the matter until:

- *'Council is provided with the information that allows Council to make a fully informed and fully educated decision on this matter, including the finalised regional flood evacuation study'.*

Council worked with Molino Stewart to prepare the Georges River Regional Flood Evacuation Study that was finalised in March 2022 (**Attachment 2**). Additionally, the NSW Government published the NSW Flood Inquiry following various significant flood events across NSW. The NSW Flood Inquiry findings included recommendations that affected the Georges River Catchment (which includes the Warwick Farm Precinct), which was identified as one of four priority high-risk catchments.

On 9 April 2024, an Issues and Options Paper for the Warwick Farm Precinct was presented to Council for consideration at the April Governance Committee Meeting. A copy of the Paper is provided in **Attachment 3**. The Paper presented the following three (3) options as potential circuit breakers to revitalise the Precinct:

- **Option 1** – Proceed with the existing Precinct Plan (November 2021);
- **Option 2** – Conduct further investigations to rezone the Precinct to an Industrial / Innovation Precinct; or
- **Option 3** – Retain the existing zoning and development standards.

In addition, at the April Governance Committee there was significant discussions about flooding and the associated risk to life and property in the area. Consequently, this Report outlines additional information relating to flooding, and aims to establish clear next steps for the Precinct.

The Report also recommends Council proceed with Option 2 for the Precinct as it would provide the best balance between managing existing land uses and environmental constraints, as well as provides opportunity for renewal in a way that complements the nearby Liverpool City Centre. An Industrial / Innovation Precinct would also enable the existing horse training and stabling establishments to remain within the Precinct.

Should the recommendation to proceed with Option 2 be endorsed by Council, Council staff will commence work to further investigate how best to deliver an Industrial / Innovation Precinct for Warwick Farm. The investigation findings would then be subsequently reported to a future Ordinary Meeting of Council for Council consideration before proceeding further.

RECOMMENDATION

That Council:

1. Receives and notes this Report;
2. Endorses further investigation into how best to deliver an Industrial / Innovation Precinct for Warwick Farm (Option 2); and
3. Receives a Report at a future Ordinary Meeting of Council detailing how to deliver an Industrial / Innovation Precinct for Warwick Farm (Option 2) including associated budgetary needs and indicative timeframes.

REPORT

Background

At the Ordinary Meeting of Council on 11 December 2019, Council (Item EGROW 02) resolved to:

“...allocate funding from the general funds and to prepare a structure plan for the Warwick Farm Racing precinct and a planning proposal to support a rezoning of the Warwick Farm Precinct from Scrivener Street to Hume Highway to Governor Macquarie Drive relevant to B4 with mixed business noting that zoning is consistent with the State Governments planning advice to maximise densities close to rail stations...”

Following the Resolution, Council appointed a multi-disciplinary team led by Conybeare Morrison to prepare the supporting investigations to inform a Precinct Plan, including a Draft Contributions Framework for the provision of new infrastructure to support the Precinct.

The study area for the Precinct Plan, presented in **Figure 1**, comprises a total site area of approximately 25.5 hectares (including roads) and is bounded by the Hume Highway and Governor Macquarie Drive to the north, Shore Street and Rosedale Oval to the east, Priddle Street to the south, and the Cumberland Line rail corridor to the west.

The study area is located approximately 1-1.5km north-east of the Liverpool CBD, and is predominately residential in nature, interspersed with horse training and stabling establishments.



Figure 1 – Project Study Area (Source: CM+)

In July 2020, the draft Precinct Plan, Planning Proposal and associated studies were presented to the Liverpool Local Planning Panel (LPP) for consideration. The LPP did not support the Planning Proposal proceeding to a Gateway determination and requested:

- further updates to the flood impact assessment;
- further analysis on the potential environmental impact of the truck bypass; and
- a report in relation to the cap of 18,800 additional dwellings for the Liverpool Collaboration Area.

At the Ordinary Meeting of Council on 26 August 2020, Council noted the advice of the LPP and resolved to place the draft Precinct Plan, Planning Proposal and Local Contributions Plan on public exhibition for a period of 28 days (Item EGROW 01).

The draft Precinct Plan, Planning Proposal and Local Contributions Plan were publicly exhibited between 14 September 2020 and 12 October 2020, with the outcomes of the exhibition subsequently referred to Council for consideration at the Ordinary Meeting of Council on 28 April 2021 (Item EGROW 04).

At the Meeting, Council resolved for several changes to be made to the Precinct Plan, Planning Proposal and Contributions Plan including the inclusion of 240 Governor Macquarie Drive in the Precinct Plan, additional flooding considerations, and an Economic Review of the resultant Gross Floor Areas (GFAs) achieved across the site to determine feasibility.

The updated planning package for Warwick Farm was tabled at the Ordinary Meeting of Council on 29 September 2021 (Item PLAN 06) for Council consideration. At the Meeting, Council resolved to place the updated planning package on public exhibition for 28 days.

The updated planning package was subsequently placed on public exhibition between 8 October 2020 and 7 November 2021, with the outcomes of exhibition tabled for Council consideration at the Ordinary Meeting of Council on 24 November 2021 (Item PLAN 05). At the Meeting, Council resolved to:

“That Council defer this matter until Council is provided with information that allows Council to make fully informed and fully educated decisions on this matter, including the finalised Regional Flood Evacuation Study.”

NSW Flood Inquiry

In March 2022, the NSW Government commissioned an independent expert inquiry into the preparation for, causes of, response to and recovery from the 2022 catastrophic flood event across the state of NSW.

Completed in July 2022, the Inquiry made several recommendations that relate to the Georges River catchment, which was considered a high-risk catchment along with the Hawkesbury-Nepean, Wilsons, and Tweed River catchments. This has added an additional layer of complexity to the Precinct.

Following the release of the Inquiry findings, Council staff have sought direction and clarity from the Department of Planning, Housing and Infrastructure (DPHI) on how to proceed with proposals in high and medium flood risk areas.

In September 2023, Council received a response from the DPHI on behalf of the Hon. Paul Scully, Minister for Planning and Public Spaces, which identified the need to move to a risk-based approach to managing potential floods. The letter stated that the level of assessment undertaken for planning or development proposals are proportionate, and must include balanced consideration on the merits, risks and impacts.

Governance Committee Meeting – 9 April 2024

An Issues and Options Paper for the Warwick Farm Precinct was presented to Council for consideration at the April Governance Committee Meeting on 9 April 2024. A copy of the Paper is provided in **Attachment 3**. The Paper presented the following three (3) options as potential circuit breakers to revitalise the Precinct:

- **Option 1** – Proceed with the existing Precinct Plan (November 2021);
- **Option 2** – Conduct further investigations to rezone the Precinct to an Industrial / Innovation Precinct; or
- **Option 3** – Retain the existing zoning and development standards.

At the Meeting, there was discussion around flood risk in the Precinct, and specifically the evacuation of residents during a flood event.

Following the preparation of a Flooding Assessment, WMA Water identified that shelter-in-place was not appropriate for the Precinct. Therefore, evacuation access must be available from every building in flood events larger than 1% Annual Exceedance Probability (AEP) (1-in-100 flood event). To achieve this, significant infrastructure investment is required, including the raising of all Precinct roads, to enable evacuation out of the Precinct during a flood event.

Flooding issue are detailed further in **Attachment 3**, however additional information has been provided in relation to the matters below, which is itemised by discussion point:

Recent floods in the Precinct

Eight participating Council's share the catchment of the Georges River including Liverpool, Bankstown, Fairfield, Campbelltown and Sutherland. These Councils collectively developed the Georges River Floodplain Risk Management Study and Plan in 2004.

In terms of recent flood events, flooding in 1986 and 1988 are the largest floods to have occurred over the last 40 years and are both estimated to be 1-in-20 year flood events. The flood in 1956 was about one metre higher than the 1986 and 1988 floods throughout much of the river but was still estimated to be less than the 1-in-100 year flood event.

As per the adopted flood mapping, the Warwick Farm Precinct would be inundated by a 1-in-100 year flood event, an event that has not been experienced since the establishment of the suburb.

Georges River, downstream of Liverpool Weir, is tidal

The Georges River catchment, downstream of the Liverpool Weir (east), is tidal in nature. The tidal impact has been both considered and accounted for in flood modelling undertaken for the catchment.

Whilst tidal effects alone do not flood the subject area, it does exacerbate flooding in large events.

Existing building stock being built above the Flood Planning Level

At the April 2024 Governance Committee Meeting, there was discussion about the number of existing properties built above the Flood Planning Level.

Currently the DCP requires all habitable flood levels to be equal to, or greater than, the 1% Annual Exceedance Probability (AEP) flood level plus 500mm freeboard ("Flood Planning Level"). The Warwick Farm Precinct Plan echoes this requirement, and all floor levels are to be between RL 8.80m AHD to RL 9.10m AHD, depending on the location. Essentially, this means all buildings should be built approximately 1m above existing ground levels.

On 4 June 2024, Council staff carried out a ground-truthing exercise to ascertain the number of properties within the Precinct built approximately 1m above existing ground levels. Although the exercise was carried out from the road corridor – given the inability for staff to access private property – the investigation established the Precinct currently comprises approximately 60 lots (some properties span over multiple lots). Of those 60 lots, only seven (7) were observed to be constructed above the Flood Planning Level.

Figure 2 provides a summary of the properties observed to be constructed above the Flood Planning Level, while **Figure 3** highlights a property within the Precinct built in accordance with the controls.

The existing Warwick Farm Precinct Plan, which was publicly exhibited in October-November 2021, proposed for the subject area to be re-developed. The Plan proposed significant up-lift across the Precinct, which if delivered in full would likely result in most of the existing building stock being knocked-down, replaced and constructed above the Flood Planning Level.



Figure 2 – Precinct properties that appear to be built above the Flood Planning Level



Figure 3 – Example of development within the Precinct that appears to be built above Flood Planning Level

Options for Warwick Farm Precinct

The update planning package for the Warwick Farm Precinct tabled for Council consideration at the Ordinary Meeting of Council on 24 November 2021 (Item PLAN 05) has been on hold since this time. Various issues, including flooding, traffic, development feasibility and land fragmentation, has made it difficult to progress further with the original Precinct Plan.

The outcomes of the NSW Flood Inquiry, released by the NSW Government in July 2022, has only added to the complexity of urban renewal projects on established flood plains.

On 5 June 2023, Council wrote to the Hon. Paul Scully, Minister of Planning and Public Spaces, which sought further clarity around how Council should proceed with the assessment of Planning Proposals like the Warwick Farm Precinct Plan and land uses policies within the Georges River Catchment.

On 22 September 2023, Council received a response from the DPHI, on behalf of the Hon. Paul Scully, which reiterated the need for a risk-based approach to managing floods, stating the level of assessment undertaken for Planning Proposals and Development Applications must include a balanced consideration of all the risks and impacts. Therefore, proceeding with the current approach no longer appears viable and is unlikely to demonstrate both strategic and site-specific merit.

To provide a potential circuit breaker to the current approach, Council staff tabled the following three (3) options for consideration at the April 2024 Governance Committee Meeting:

- **Option 1** – Proceed with the existing Precinct Plan (November 2021);
- **Option 2** – Conduct further investigations to rezone the Precinct to an Industrial / Innovation Precinct; or
- **Option 3** – Retain the existing zoning and development standards (i.e. 'Do Nothing').

Detailed analysis of each option is provided in **Attachment 3**, with a summary provided in **Table 1**.

Option No.	Proposal	Comments	Recommendation
1	Proceed with existing Precinct Plan	The study area is significantly constrained, and the subject Precinct Plan aimed to mitigate these constraints. However, this resulted in high costs to develop due to property acquisition and the required infrastructure to mitigate the risks of flooding and evacuation. Given the constraints outlined in Attachment 3 , and the density sought by the proposed Precinct Plan is considered unrealistic that it would ever be achieved in full.	Not recommended
2	Investigate potential pivot to an Industrial / Innovation Precinct	Flood planning controls are less stringent for industrial and business land uses, and given the flooding and evacuation constraints, non-residential uses may be better suited to the area. By rezoning the majority of this area to non-residential use, the odour buffer would no longer be a significant constraint, thereby providing additional flexibility for Precinct renewal.	Recommended
3	'Do Nothing'	The current land uses within the precinct complement the Warwick Farm Racecourse and are of local economic importance. This option would allow for development under the existing zoning, and not require the significant infrastructure investment to support it.	Not recommended

Table 1 – Summary of potential land use options for Warwick Farm Precinct

Due to the significant existing constraints within the Precinct and associated issues with proceeding with Option 1, Council staff are recommending investigating Option 2. This would provide the best balance between managing existing land uses and environmental constraints, as well as provides opportunity for renewal in a way that complements the nearby Liverpool City Centre. An Industrial / Innovation Precinct would also enable the existing horse training and stabling establishments to remain within the Precinct.

Option 3 is not considered viable as it does not adequately address the existing flood risk experienced across the Precinct.

Next Steps

Should the recommendation to proceed with Option 2 be endorsed by Council, Council staff will commence work to further investigate how best to deliver an Industrial / Innovation Precinct for Warwick Farm.

Preliminary master planning would be undertaken to determine future uses, development yield, and the key constraints that need to be addressed. The investigation findings would then be subsequently reported to a future Ordinary Meeting of Council for Council consideration, including associated budgetary needs and indicative timeframes, before proceeding further.

FINANCIAL IMPLICATIONS

There are no financial implications associated with the Report however Council should note the following indicative financial implications associated with the three proposed options:

- Option 1 would require various issues to be resolved, requiring further investigations. So far approximately \$300,000 has been spent. Due to the constraints of the Precinct, it is highly unlikely this option would be progressed to the point of practicable implementation, even with further funding allocated;
- Option 2 provides a new vision for the Precinct and requires new studies to ensure the vision is viable. As an immediate next step, Council staff could draft a high-level Master Plan which includes potential development standards, and associated infrastructure needs. Once this was completed and endorsed by Council, further investigations to support a Planning Proposal could occur (e.g. Precinct Plan, Transport Impact Assessment, Economic Testing, Feasibility Studies, Detailed Flood Assessment, Open Space Needs Analysis, Contributions Plan and site-specific Development Control Plan). This would be outside the existing budget allocations for City Planning, and therefore require further funding. It is estimated approximately \$500,000 may be required to progress this option; and
- Option 3 would have no associated financial implications.

CONSIDERATIONS

Economic	Facilitate economic development
Environment	There are no environmental and sustainability considerations.
Social	There are no social and cultural considerations.
Civic Leadership	There are no civic leadership and governance considerations.

Legislative	Section 3.31 to 3.37 of the <i>Environmental Planning and Assessment Act 1979</i> .
Risk	This project is currently at the investigation stage, so considered to be low risk, and within Councils appetite. There is a risk of growing community frustration if an option for the redevelopment of the Precinct is not progressed.

ATTACHMENTS

1. Attachment 1 - Warwick Farm Structure Plan (Under separate cover)
2. Attachment 2 - Georges River Flood Evacuation Modelling Report (Under separate cover)
3. Attachment 3 - Warwick Farm Issue and Option Report - Governance Committee Meeting - 9 April 2024 (Under separate cover)

The most recent Warwick Farm draft Precinct Plan, draft Planning Proposal, draft Contribution Plan, Summary Fact Sheet, Flood Assessment, Traffic Assessment and Fact Sheet on Property Acquisition can be found through this link:

https://liverpool.infocouncil.biz/Open/2021/11/CO_20211124_AGN_439_AT_SUP_WEB.htm

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1. Change in methodology to determine the number of properties already built above the flood level.
2. Explanation to the discrepancy in the Flood evacuation report that explains how Scrivener Street has emergency access to the railway bridge that other parts of this same precinct claim they do not.
3. Presentation of the full reports from the independent investigation into the allegations made by the proponent of the development at 1 Governor Macquarie Drive against the Council and former CEO at that time.
4. A full detailed report of the funds collected and or other arrangements made for the payment of the bypass in this precinct that has never been delivered.
5. An explanation and minutes of meetings where the decision making on what areas of Liverpool were to be the collaborative areas of Liverpool and who were the stakeholders included in that meeting.
6. Were there any of the landowners from this racing precinct present at the meetings where and when the collaboration areas were for this section of Liverpool were defined.
7. Correct the name of this item to the 'Warwick Farm Racing Precinct' and on all future reports and references.

Foreshadowed motion: Moved: Clr Hadid Seconded: Clr Harle

That Council proceed with Option 1 - Proceed with the existing Precinct Plan (November 2021).

Clr Macnaught left the Chamber at 3:30pm.

Clr Macnaught returned to the Chamber at 3:33pm.

Clr Hadid left the Chamber at 3:55pm.

RECESS

Mayor Mannoun called a recess of meeting at 3.59pm.

RESUMPTION OF MEETING

Mayor Mannoun resumed the meeting in open session at 4.21pm with all Councillors present. Note Clr Karnib was an apology for this meeting and Clr Kaliyanda had retired earlier in the meeting.

ITEM 05

Budget Update - 2026/27

Strategic Objective	Visionary, Leading, Responsible Ensure Council is accountable and financially sustainable through the strategic management of assets and resources
File Ref	030650.2026
Report By	Vishwa Nadan - Chief Financial Officer
Approved By	Farooq Portelli - Director Corporate Services

REPORT

Staff are working on formulating operating and capital budget for FY 2026-27.

An update and relevant papers will be provided at the meeting.

RECOMMENDATION

That the Governance Committee receives and notes the report.

Placeholder for Attachment 1

Budget Update - 2026/27

Will be presented at the Governance meeting

ITEM 06

Charters for Cash Reserves

Strategic Objective	Visionary, Leading, Responsible Ensure Council is accountable and financially sustainable through the strategic management of assets and resources
File Ref	059471.2026
Report By	Vishwa Nadan - Chief Financial Officer
Approved By	Farooq Portelli - Director Corporate Services

EXECUTIVE SUMMARY

At the last Council meeting, Councillors requested for charters of all cash reserves maintained by Council, clearly setting out their intended purposes.

RECOMMENDATION

That the Governance Committee receives and notes the report.

REPORT

Council maintains a number of externally and internally restricted cash reserves as part of its overall financial management framework. These reserves support the funding of future capital works, asset renewal, employee entitlements, and other identified obligations or strategic priorities.

For purposes of clarity and transparency, Councillors have requested charters outlining intended purpose and use of these cash reserves. The attachment provides relevant information.

FINANCIAL IMPLICATIONS

There are no financial implications relating to this recommendation.

ATTACHMENTS

1. Description and purposes of Current Cash Reserves

6.0 Cash Management and Reserves

6.1 Policy Statement

Council will manage its cash reserves in a disciplined manner to ensure adequate funding is available for future obligations, asset renewal, and unforeseen events. All reserves must have a clear purpose, funding source, and criteria for use. The categorisation and management of reserves must be consistent with Council's long-term financial sustainability objectives.

6.2 Reserves

Council's cash reserves are categorised as follows:

Category	Type	Source of Funds
Externally Restricted	Mandated by legislation or third-party agreement	Specific revenue streams or grants
Internally Restricted	Established by Council resolution	Operating income, sale of property, etc
Unrestricted	Available for general operations	General revenue

6.3 Procedure

- New reserves may be created through a Council resolution
- Each reserve must have a defined purpose, funding source and conditions for use.
- Reserves must align with Council's strategic objectives and long-term financial plan.
- Funds in externally restricted funds must be strictly used for their intended purpose.
- Council may temporarily access internally restricted funds to manage its cashflows but should be replenished as soon as practicable.
- Council must maintain a register of all reserves detailing opening balances, transfers in and out and closing balances.

6.4 Externally Restricted Reserves

Council currently maintains the following externally restricted reserves for the purposes outlined.

a) Developer Contributions (S7.11) Reserve

Council collects contributions from developers under Sections 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979 (NSW)* to fund infrastructure and community facilities necessitated by population growth and development. Interest earned

on funds held is also credited to this reserve. Council is legislatively required to use these funds solely for the purposes outlined in the contribution plans.

b) Unexpended Grants

Council receives operating and capital grants from Commonwealth, State and other external funding bodies. These grants:

- are tied to specific projects
- expenditure extends beyond a single financial year
- agreements require funds to be returned if not spent for that intended purpose.

This reserve is maintained to ensure compliance with grant funding conditions, promote transparency, and isolate unspent grant monies until such time they are expensed in accordance with approved grant agreement.

c) Domestic Waste Management Reserve

Funds are from annual domestic waste management service charge levied on rateable properties and Council must ensure the funds are used solely for waste-related purposes in accordance with *Section 504 of the Local Government Act 1993 (NSW)*.

d) Stormwater Management

Stormwater management service charge is levied under *Section 496A of the Local Government Act 1993 (NSW)* on rateable properties and dedicated source of funding for stormwater infrastructure projects.

e) Better Waste and Recycling

Council receives funds from the NSW Environment Protection Authority (EPA) under the Better Waste and Recycling Fund program that must be used solely for eligible waste and recycling initiatives. The program objectives generally are:

- Support Council's long-term waste management strategy
- Promote waste reduction, recycling, and resource recovery initiatives that align with State Government priorities.
- Ensure transparency and accountability in the use of externally funded waste management grants.
- Provide financial capacity for future waste infrastructure and education programs.

Interest earned on these funds is also credited to this reserve.

f) City Development Fund (ex-Town Improvement Fund)

Council in the 1950s established a special City Development Fund (TIF) and is levied on rateable land value of properties within the City Development District. Expenditure is restricted to this defined precinct, and eligible uses may include:

- Urban design and streetscape upgrades.
- Public infrastructure supporting new development.
- Feasibility studies, planning, and design for city development initiatives.
- Co-funding opportunities with State or Federal Government for major projects.

g) Collingwood House Restoration Works

Council collected funds under a voluntary planning arrangement and kept aside to ensure that adequate funds are available for the ongoing preservation, restoration, and maintenance of the heritage-listed Collingwood House. The reserve provides a dedicated funding source for planned restoration projects, structural conservation, and heritage

compliance works, consistent with Council's commitment to protecting and enhancing local heritage assets.

h) Environment Levy

Funds are collected through the environmental levy imposed on rateable properties, as approved by the Independent Pricing and Regulatory Tribunal (IPART) under the provisions of the Local Government Act 1993 (NSW).

The purpose of this reserve is to provide a dedicated funding source for environmental protection, sustainability initiatives, and natural resource management projects within the Local Government Area (LGA), which may include:

- Implementation of environmental projects identified in Council's Delivery Program and Operational Plan.
- Maintenance or enhancement of Council's environmental assets and sustainability infrastructure.
- Community education and engagement initiatives that promote environmental awareness and stewardship.

i) Western Sydney Infrastructure Grants Program

The Western Sydney Infrastructure Grants Program is an initiative of the New South Wales and Australian Governments designed to support the delivery of critical infrastructure that underpins the economic growth and liveability of the Western Sydney region.

The program aligns with the broader objectives of the Western Sydney City Deal and the Western Parkland City vision, which seek to create a more connected, productive, and sustainable region through coordinated investment in roads, public spaces, drainage, community facilities, and other enabling infrastructure.

Funding received under this program is provided through formal grant agreements that specify project scope, milestones, financial reporting, and acquittal requirements. Council is required to establish and maintain dedicated financial reserves to ensure that unspent grant funds are separately accounted for and applied strictly in accordance with the conditions of the funding agreements.

6.5 Internally Restricted Reserves

Council currently maintains the following internally restricted reserves for the purposes outlined.

a) Employee Leave Entitlements (ELE)

The Employee Leave Entitlements (ELE) Reserve is established to fund the future payment of employee leave obligations, including annual leave, long service leave, and other accrued entitlements. The reserve ensures that sufficient funds are available to meet these commitments as they fall due, thereby minimising any adverse impact on Council's cash flow and budget performance.

In line with local government industry standards, the reserve is maintained at a level equivalent to 20%–25% of the total ELE liability

- b) **General Property Reserve**
Council sets aside funds for the maintenance, renewal, replacement, or improvement of Council-owned land, buildings, and other property assets to ensure that adequate funds are available to manage Council's property portfolio in a sustainable manner, supporting asset integrity, compliance with safety and accessibility standards, and continuity of community service delivery. The reserve is funded from property-related revenues such as property sales.
- c) **Insurance**
The reserve provides a financial safeguard to cover insurance-related expenses, including policy excesses, uninsured losses, self-insured risks, and risk management initiatives. It ensures Council can respond effectively to unexpected events without adversely impacting service delivery.
- d) **Moorebank Voluntary Acquisition**
The Moorebank Voluntary Acquisition Scheme is an initiative operated by Council with support from the New South Wales Department of Planning and Environment to voluntarily acquire homes in the flood-risk area known as the "Moorebank floodway" of the Georges River (in the vicinity of Rickard Road, Newbridge Road and nearby Chipping Norton) within the Liverpool Local Government Area. The cost of acquisition is shared between Council and NSW State Government on 1/3 and 2/3 basis respectively.
- e) **Carnes Hill Stage 2**
The proceeds from sale of 88 Kurrajong Road was set aside in this reserve to fund concept design and planning costs for Carnes Hill Stage 2 development.
- f) **Parking Strategy**
Parking fees collected in the city centre by Council is set aside in this reserve to fund initiatives that will improve car parking and transport infrastructure in the Liverpool City Centre.
- g) **National Intermodal Ex-Gratia Funds**
The National Intermodal Company pays Council rates equivalent ex-gratia sum every year. Any unspent amount is put into this reserve for transparency reasons.

6.6 Unrestricted Reserves (Working Capital)

The Unrestricted General Reserve represents the portion of Council's cash and investments that is not subject to external or internal restrictions. It serves as Council's working capital, enabling the organisation to manage cash flow fluctuations, fund day-to-day operations, and respond promptly to unforeseen events or financial contingencies. Maintaining an appropriate unrestricted reserve balance supports Council's financial resilience and capacity to deliver services effectively and sustainably.

ITEM 07

Draft Media Policy

Strategic Objective	Visionary, Leading, Responsible Demonstrate a high standard of transparency and accountability through a comprehensive governance framework.
File Ref	057145.2026
Report By	Clara McGuirk - Manager Cultural Venues and Events
Approved By	Tina Bono - Director Community & Lifestyle

EXECUTIVE SUMMARY

Council’s Draft Media Policy was tabled at the Ordinary Council Meeting held on 25 February 2026, where Council resolved to defer the policy to allow for further consideration of its overall intention and to seek additional review through Governance.

The purpose of this report is to present the draft revised Media Policy for consideration.

The NSW Office of Local Government (OLG) has created a Model Media Policy and Social Media Policy, which provides a best practice approach for Councils. The revised draft Media Policy aligns to the model code and has benchmarking against NSW Council’s Media and Social Media policies and incorporates material from the NSW Office of Local Government Model Media and Model Social Media Policies.

The draft revised Media Policy takes the best practice approach as outlined in the Council Code of Conduct and clearly defines the roles, responsibilities, and standard of conduct expected from Council officials when engaging with traditional media and social media.

RECOMMENDATION

That the Governance Committee receives and notes the proposed changes in the Draft Media Policy which will be tabled at the March 2026 Council meeting.

REPORT

Council’s Draft Media Policy was tabled at the Ordinary Council Meeting held on 25 February 2026, where Council resolved to defer the policy to allow for further consideration of its overall intention and to seek additional review through Governance.

The purpose of this report is to present the draft revised Media Policy for consideration.

The NSW Office of Local Government (OLG) has created a Model Media Policy and Social Media Policy, which provides a best practice approach for Councils. The revised draft Media Policy aligns to the model code and has benchmarking against NSW Councils 'Media and Social Media policies and incorporates material from the NSW Office of Local Government Model Media and Model Social Media Policies.

The draft revised Media Policy takes the best practice approach as outlined in the Council Code of Conduct and clearly defines the roles, responsibilities, and standard of conduct expected from Council officials when engaging with traditional media and social media.

FINANCIAL IMPLICATIONS

There are no financial implications relating to this recommendation.

CONSIDERATIONS

Economic	There are no economic and financial considerations.
Environment	There are no environmental and sustainability considerations.
Social	Raise awareness in the community about the available services and facilities.
Civic Leadership	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.
Legislative	This matter has been considered in accordance with the Local Government Act 1993 (NSW), including: Chapter 3: Principles for Local Government, which require councils to act transparently, ethically and in the best interests of the community while ensuring responsible and sustainable decision-making.

	<p>Sections 23 and 24: Powers of Council, which provide authority to exercise general and ancillary powers necessary to perform council functions and deliver services for the benefit of the local government area.</p> <p>Sections 223, 226, 232 and 335: Governance provisions, which define the respective roles and responsibilities of the governing body, the Mayor, councillors and the General Manager, maintaining the separation between strategic oversight and operational management.</p> <p>Chapter 14, Part 1: Conduct provisions, which establish standards of behaviour, ethical obligations and accountability requirements for councillors and council staff.</p>
Risk	There is no risk associated with this report.

ATTACHMENTS

1. Draft Media Policy



**MEDIA POLICY
2026 DRAFT**

Adopted: TBC

TRIM TBC

MEDIA POLICY

1. PURPOSE/OBJECTIVES

Provide guidelines in accordance with the Local Government Act and the overarching Code of Conduct for the Mayor, Councillors and Council staff (Council Officials) for all Media interaction.

Support positive engagement with all forms of Media.

Protect the reputation of the Council, community and staff and support key directions outlined in the Community Strategic Plan and Delivery Program and Operational Plan.

Provide protection from all forms of online bullying and abuse and prevent the dissemination of false information.

2. DEFINITIONS

Council Official: The Mayor, Councillors, members of staff and delegates of the council (including members of committees that are delegates of the council), service providers, contractors employed by Council, volunteers, apprentices or trainees, and work experience students

Media: the word "Media" in this Policy means **both** Traditional Media and Social Media as defined above.

Official Event: A civic function held by Liverpool City Council such as official openings, citizenship ceremonies, sister city delegations, and award ceremonies.

Personal Information: information or an opinion (including information or an opinion forming part of a database and whether or not recorded in a material form) about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion.

Social Media: online platforms and applications such as but not limited to, social networking sites, wikis, blogs, microblogs, video and audio sharing sites, and message boards, that allow people to easily publish, share and discuss content. Examples of Social Media platforms include, but are not limited to: Facebook, X, Snapchat, LinkedIn, Yammer, YouTube, Instagram, TikTok, Flickr and Wikipedia.

Traditional Media: print, broadcast and online media used for communicating information to the public, including, but not limited to, newspapers, magazines, internet publishers, radio, and television broadcasters.

3. POLICY STATEMENT

3.1. Overview

This Policy has been developed to provide a guidance framework so Council Officials can:

- Confidently and appropriately respond to enquiries from journalists;
- Use Social Media in an informed and appropriate manner; and
- Have protection against unwarranted attacks and other forms of abuse, vilification and bullying.

3.2. Application

This Policy applies to:

- Council Officials as defined; and

MEDIA POLICY

- Members of the public that interact with Council's various Social Media outlets.

3.3. Implementation

Implementation of the Policy will be enforced by the CEO and/or delegate and the Manager, Communications Marketing and Brand (The Manager).

In the first instance, any questions about the application of this Policy should be directed to The Manager.

3.4. Enforcement

Liverpool Council's Code of Conduct provides that council officials must not conduct themselves in a manner that is contrary to a council's policies. A breach of the Policy will be a breach of the Council's Code of Conduct.

Concerns or complaints about the administration of a council's engagement with Media should be made to the council official responsible for media management in the first instance.

3.5. Training and Compliance

Council Officials must comply with the Council's Code of Conduct and the Media Policy when engaging with the Media in an official capacity or in connection with their role.

Council Officials who engage, or intend to engage, with the Media must receive induction training on Media use. Training can be undertaken either as part of the induction program or as part of their ongoing professional development program.

The Council will provide training for Council Officials who engage or are authorised to engage with the Media.

Council staff will be provided with a copy of Council's Media Policy during induction.

Councillors will receive a briefing on and be provided with a copy of Council's Media Policy during induction.

3.6. Roles and Responsibilities

3.6.1. The Mayor

The Mayor is the principal member and spokesperson of the governing body of the Council, including representing the views of the Council as to its local priorities (section 226(c) of the *Local Government Act 1993*).

If the Mayor is unavailable, the Deputy Mayor may act as the Council's spokesperson.

The Mayor may delegate the role of spokesperson to other Councillors where appropriate, (for example, where another Councillor is best placed to comment, because the issue is of particular interest to them, or it is within their particular area of expertise, or the Mayor is unavailable).

3.6.2. The CEO

The CEO is the official spokesperson for the Council on operational and administrative matters.

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The CEO may delegate to other council staff to act as a Council spokesperson when appropriate (for example, where the delegated staff member has professional expertise regarding the subject matter, or when the CEO is unavailable).

3.6.3. Manager, Communications, Marketing and Brand (The Manager)

3.6.3.1. The Manager is to:

- Be the lead point of contact for all media enquiries, requests for interviews, requests to film or photograph council staff, facilities or events for news and current affairs purposes;
- Be responsible for preparing all media statements prior to their release;
- Liaise with relevant staff members within the organisation where appropriate;
- Ensure that media statements are approved by the Mayor and/or CEO prior to their release;
- Develop and/or approve media training and/or induction to be provided to relevant staff and/or Councillors;
- Maintain a record of all media enquiries and responses;
- Ensure that media organisations and their representatives are treated professionally, equally and without bias;
- Ensure that media enquiries are dealt with promptly and within the agreed deadlines;
- Provide guidance to Councillors approached by the media for comment to avoid communication of misinformation;
- Ensure that all media releases are published on the Council's website'
- Develop and/or approve the training and/or induction to be provided to relevant Council Officials;
- Moderate the Council's social media platforms in accordance with this policy;
- Ensure the Council complies with its record keeping obligations (see Item 3.18);
- Ensure the Council adheres to the rules of the social media platforms; and
- Coordinate with the Council's Communications Team to ensure the Council's social media platforms are set up and maintained in a way that maximises user friendliness and any technical problems are resolved promptly.

3.6.3.2. The Manager may delegate functions to authorised members of staff.

3.6.3.3. The Manager is an authorised user for the purposes of this policy.

3.6.4. Councillors

Suggestions about suitable content for Media and Social Media content are welcome and should be forwarded to The Manager.

As members of the governing body and, as a representative of the community, Councillors are free to express personal views to the Media.

When engaging with the Media, Councillors:

- Are strongly advised to seek information and guidance from The Manager where appropriate before providing comment to the Media to ensure they have the most up-to-date and relevant information and have considered reputational or other risks;
- Should make The Manager, aware of potential issues that could result in Media interest;

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- Must not purport to speak for the Council unless authorised so to do;
- Must uphold and accurately represent the policies and decisions of the Council's governing body but may explain why they voted on a matter in the way that they did. (see section 232(1)(f) of the Local Government Act 1993);
- In the interests of promoting a positive, safe and harmonious organisational culture, Councillors should resolve personal differences privately and must not prosecute them publicly through the Media; and
- Will not disclose council information unless authorised to do so.

The use of council resources for Councillor's private Media activity is covered by the Liverpool City Council Code of Conduct.

3.7. Council Staff

Suggestions about suitable content for Media and Social Media content are welcome and should be forwarded to The Manager.

All Media enquiries or invitations to comment made to Council staff must be referred to The Manager.

Council staff:

- Should make The Manager aware of positive stories and potential negative issues that could result in Media interest;
- Do not speak to the Media about Council matters unless authorised so to do; and
- Are free to express personal views to the Media on matters that do not relate to the Council, but in doing so, must not make comments that bring Council into disrepute.

When authorised to speak to the Media, Council staff:

- Seek information and guidance from The Manager where appropriate before providing comment to the Media to ensure they have the most up-to-date and relevant information and have considered reputational or other risks;
- Uphold and accurately represent the policies and decisions of the Council; and
- Do not disclose Council information unless authorised so to do by The Manager.

3.8. Standard of conduct

Council Officials must comply with the Council's Code of Conduct and this Media Policy when engaging with the Media.

Council Officials must not share information or make comments to the Media through either direct or indirect mechanisms that:

- Are defamatory, offensive, humiliating, threatening, or intimidating to other Council Officials or members of the public;
- Contains content about the Council, Council Officials or members of the public that is false, inaccurate, misleading or deceptive;
- Contains profane language, is sexual, prejudicial, or inflammatory;
- Constitutes harassment and/or bullying within the meaning of the Liverpool City Council Code of Conduct, or is unlawfully discriminatory;

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- 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;
- Divulges confidential Council information;
- Breaches the privacy of other Council Officials or members of the public;
- Contains allegations of suspected breaches of the Council's Code of Conduct or information about the consideration of a matter under the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*;
- Could be perceived to be an official comment on behalf of the Council where they have not been authorised to make such comment;
- Commits the Council to any action;
- Violates an order made by a court;
- Breaches copyright;
- Advertises, endorses, or solicits commercial products or business;
- Constitutes spam; or
- Is in breach of the rules of the social media platform.

3.9. Media output

Council Officials are encouraged to suggest ideas for media releases and Social Media material.

A media release should never be issued quoting a Council Official without that person's prior knowledge.

Staff with specialist knowledge may be quoted in media releases with the permission of staff member and the approval of the CEO.

3.10. Private use of Media

- 3.10.1. For the purposes of this policy, a council official's social media engagement will be considered 'private use' when the content they upload:
- is not associated with, or does not refer to, the Council, any other council officials, contractors, related entities or any other person or organisation providing services to or on behalf of the Council in their official or professional capacities, and
 - is not related to or does not contain information acquired by virtue of their employment or role as a council official.
- 3.10.2. If a council official chooses to identify themselves as a council official, either directly or indirectly (such as in their user profile), then they will not be deemed to be acting in their private capacity for the purposes of this policy.

3.11. Use of Media during emergencies

During emergencies, such as natural disasters or public health incidents, The Manager will be responsible for coordinating media releases and statements on behalf of the Council.

Council Officials must not provide comment or information that is inconsistent with official advice issued by the Council or any other agency coordinating the emergency response.

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Training on Media engagement during emergencies will be provided to Councillors and relevant staff and other Council Officials.

To ensure consistent messaging both during and after an emergency, authorised users and council officials must not upload content onto the Council's or their own social media platforms which contradicts advice issued by the agency coordinating the emergency response, or agencies supporting recovery efforts.

3.12. Media engagement in the lead up to elections

This Policy does not prevent the Mayor or Councillors who are candidates at a Council or any other election from providing comment to the Media in their capacity as a candidate for election.

Any Media comment provided by the Mayor or Councillors who are candidates at a council or another election must not be provided in an advertisement, newspaper column, or a radio or television broadcast paid for by the Council or produced by the Council or using Council resources.

3.13. Council's Social Media usage and engagement

3.13.1. Responsible Officer

The Manager is responsible for authorising and monitoring the use of the Social Media channels associated with Liverpool City Council.

3.13.2. Council Social Media Posts

Posts on Council outlets by authorised staff members must:

- Be approved by The Manager;
- Be honest, polite and considerate;
- Include appropriate information;
- Ensure relevant permissions have been obtained for photos - photos of children under 16 must have the guardian's written permission;
- Ensure flyers or posters are approved and works of art are credited as appropriate;
- Be accurate and comply with council policies and other relevant requirements;
- Adhere to legislation including copyright, privacy, defamation, contempt of court, discrimination, harassment and Council's Privacy Management Plan and Code of Conduct; and
- Not damage Council's reputation.

3.14. External users of Council outlets

Participation by the general public on Council's Social Media outlets is governed by Council's Social Media Interaction Guidelines (see Attachment A).

Council's Social Media Interaction Guidelines will be posted on the Council website.

A post will be made to all Council Social Media outlets each quarter, reminding users about the interaction guidelines requirements and linking to the relevant website page.

Authorised officers will regularly monitor posts during business hours and immediately remove or hide content that:

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- Is defamatory, offensive, humiliating, threatening or intimidating to council officials or members of the public,
- Contains profane language or is sexual in nature
- Constitutes harassment and/or bullying within the meaning of the Model Code of Conduct for Local Councils in NSW, or is unlawfully discriminatory
- Contains content about the Council, council officials or members of the public that is misleading or deceptive
- Breaches the privacy of council officials or members of the public
- Contains allegations of suspected breaches of the Council's code of conduct or information about the consideration of a matter under the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW,
- Violates an order made by a court
- Breaches copyright
- Advertises, endorses or solicits commercial products or business,
- Constitutes spam; or
- Would be in breach of the rules of the social media platform.

3.15. Staff use of social media during work hours

Council staff who access and engage on social media in their private capacity during work hours must ensure it not does not interfere with the performance of their official duties.

3.16. Fact Checking

Council will publish information to correct false, inaccurate, misleading or deceptive Social Media content (Fact Checks).

Fact Checks will be issued following a determination at the operational level of Council and will be triggered by content that:

- Directly relates to Council business or policies;
- Is demonstrably incorrect or misleading;
- Requires a correction or clarification from the Council organisation;
- Relates to a contemporary or current matter; or
- Has gained Social Media or communications traction in the community.

3.17. Photography

Media content photo opportunities will be co-ordinated by Council's Communications Team. Attendance by the Mayor or a Councillor at Council events constitutes permission to be photographed or videoed and for that content to be published unless otherwise specified at the time.

Material published must have the permission of those featured; in the case of a person under the age of 18, this must be written permission from the child's parent or guardian.

Photos taken by Council staff and any Council contract photographers remain the property of Council.

All collateral and promotional material featuring images of councillors must either include photographs of all serving councillors or refrain from including any photographs altogether.

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3.18. Councillor attendance at Official Events

When the Mayor or Councillors attend an Official Event this attendance is acknowledged on the Liverpool City Council Facebook page.

Acknowledgements will be made in a fair and non-partisan manner.

3.19. Records Management

Council's Media and Communication team will maintain a record of Media output, including but not limited to media releases, media inquiries and responses and Social Media posts.

Media content created and received by Council Officials acting in their official capacity is a Council record and may be subject to information access applications made under the *Government Information (Public Access) Act 2009*.

These records must be managed in accordance with the requirements of Liverpool City Council's Records Management Policy and the *State Records Act 1998*.

3.20. Concerns and Complaints

- 3.20.1. Concerns or complaints about activity considered to be a breach of this Policy should be made to the CEO in the first instance.
- 3.20.2. Complaints about a general manager's conduct on social media platforms should be directed to the mayor.

4. Legislative Requirements

Local Government Act 1993

Work Health and Safety Act 2011

Copyright Act 1968

Defamation Act 2005

Government Information and Privacy Act 2009

State Records Act 1998

Privacy and Personal Information Protection Act 1998

Liverpool City Council Code of Conduct

OLG NSW Model Media Code of Conduct

OLG NSW Model Social Media Code of Conduct

5. AUTHORISED BY

Council Resolution

6. EFFECTIVE FROM 21 May 2025

7. REVIEW DATE 21 May 2027

MEDIA POLICY

8. VERSIONS

Version	Amended by	Changes made	Date	TRIM Number
1	Council resolution		29 July 2020	182381.2018
2	Council resolution	Complete redraft	21 May 2025	
3	Council resolution	Additional clause added to 3.17 to conform with resolution made on 23 April 2025	22 May 2025	
4	Pending	Clause 3.18 and Official Event definition added to fulfill resolution made on 25 September 2025		

This Policy has been developed in consultation with:
Director, City Futures; General Counsel, General Manager

MEDIA POLICY

ATTACHMENTS**Attachment A****Social Media Interaction Guidelines****Social Media Guidelines**

Liverpool City Council's Social Media channels are intended to provide communication about Council services, initiatives, events, programs and news. Council welcomes interaction on its sites and encourages responses, however it will moderate content in line with these guidelines. Council reserves the right to fact check posts or comments and issue corrections.

Council's primary communication is via Facebook and Instagram with select communications published through LinkedIn, YouTube and Tik Tok.

The full list of Council's communication channels is listed [here](#).

Council's Social Media outlets

[Facebook](#)

[Instagram](#)

[LinkedIn](#)

[YouTube](#)

[TikTok](#)

What to expect from Council

Council staff will be monitoring Council's Social Media outlets from 09.00 am to 5.00 pm Mondays to Fridays (excluding public holidays) and will act when posts or comments contravening the Social Media Interaction Guidelines are discovered.

Council Enquiries via Social Media

You will get a faster and better response to questions about Council's services and operations by contacting Council's Customer Service team rather than by going online.

Report all emergencies (including property damage) to 000.

Contact Council's Customer Service Team if you:

- Have an enquiry about Council operations or services;
- Want to report an emergency relating to Council property or services;
- Need to request a Council service;
- Would like to give us official feedback; or
- Wish to make a complaint.

Direct all these enquiries to Council's Customer Service Team via:

Phone: 1300 36 2170

Email: lcc@liverpool.nsw.gov.au

Online: By clicking [here](#)

MEDIA POLICY

You can get more information about Council's Customer Service facilities by reading the [Customer Service and Communication Policy](#).

Moderation of public comments

Social Media posts and comments must adhere to that platforms' own community guidelines, user agreements and policies.

Liverpool City Council does not accept responsibility for community comments – they are not representative of the opinions of the Council, nor does Council make any warranty to their accuracy.

Official communications such as those related to media releases, election information and announcements, public exhibitions and draft policies will be shared on Council's Social Media channels with comments turned off. If you wish to share your feedback about these communications, Council asks that you do this through Council's Customer Service channels.

Council's team may hide or remove comments if they are considered to breach privacy or the guidelines.

A person who repeatedly breaches these guidelines may be blocked or banned from Council's social media platforms.

Council does not participate in Facebook groups nor respond to any tagging within these groups.

Council reserves the right to report posts to Facebook, page moderators, the Police or other agencies as deemed necessary.

What Council expects from those who interact on Council's Media platforms

Council supports the Terms of Service and all other related policies of the Social Media platforms with which it participates and expects visitors to and users of Council's Social Media pages to do the same.

Council's Social Media channels should be a safe space for everyone.

Council encourages open discussion and seeks to create a positive and engaging environment for the community where users treat each other and Council's Social Media moderators with respect.

Disagreement is a natural part of life, but Council asks users to remain respectful when conveying a contrary point of view. The best outcome is to agree to disagree.

When interacting on Council's social pages Council expects users will:

- Exercise courtesy;
- Always be respectful to others;
- Not post personal addresses or phone numbers; and
- Acknowledge that the Council cannot check the accuracy of every comment and does not take any responsibility for any reliance on comments.

Posts on Liverpool City Council's Social Media outlets will be deleted or hidden as determined at Council's absolute discretion. Likely trigger points include content that:

- Is defamatory, offensive, humiliating, threatening or intimidating to council officials or members of the public,

MEDIA POLICY

- Contains profane language or is sexual in nature
- Constitutes harassment and/or bullying within the meaning of the Model Code of Conduct for Local Councils in NSW, or is unlawfully discriminatory
- Contains content about the Council, council officials or members of the public that is misleading or deceptive
- Breaches the privacy of council officials or members of the public
- Contains allegations of suspected breaches of the Council's code of conduct or information about the consideration of a matter under the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW,
- Violates an order made by a court
- Breaches copyright
- Advertises, endorses or solicits commercial products or business,
- Constitutes spam; or
- Would be in breach of the rules of the social media platform.

Users who do not comply with Council's Social Media community guidelines will be blocked from the page at the absolute discretion of the Council.

Recordkeeping

Council may record information posted to any of its Social Media channels for Council purposes. This includes your public social networking account name.

Disclaimer

Although Council takes care producing content for Social Media, it does not guarantee the information is accurate, complete or current, and that the data is free from defects.

Council neither endorses nor takes responsibility for content posted by third parties. This is also the case if Council likes or follows a page. Commenting may be turned off on content shared from third parties.

ITEM 08

Draft Visitor Economy Strategy 2026-2030

Strategic Objective	Evolving, Prosperous, Innovative Promote and deliver an innovative, thriving and internationally recognised city
File Ref	059419.2026
Report By	Jessica Walters - Visitor Economy and Place Officer
Approved By	Jason Breton - CEO

EXECUTIVE SUMMARY

The Draft Visitor Economy Strategy 2026–2030 (**VES**) (formerly known as the Destination Management Plan, previously adopted in 2018) sets out Council’s vision to position Liverpool as a vibrant, inclusive, and globally recognised destination. It outlines a coordinated approach to increasing visitation, enhancing public spaces, supporting local businesses, and celebrating Liverpool’s unique identity.

The strategy responds to Liverpool’s rapid growth, cultural diversity, and the transformative impact of the Western Sydney International (WSI) Airport.

Vision: Experience Liverpool: A vibrant, inclusive, and innovative global city – where culture, business, and community come together to inspire belonging, opportunity, and discovery.

Strategic Pillars: Six strategic pillars align the efforts of Council and all stakeholders in the visitor economy to foster a resilient, sustainable, and prosperous visitor economy:

- Destination Marketing
- Vibrant and Activated Places
- Evening Economy
- Heritage, Culture and Community
- Enabling the Visitor Economy
- Industry Collaboration

The draft strategy was endorsed for public exhibition at the 25 February 2026 Council meeting. At the meeting, council moved to direct the CEO to table the Draft Visitor Economy Strategy (2026-2030) at the next Governance Committee meeting being 10 March 2026, for the Committee’s input.

RECOMMENDATION

That the Governance Committee:

1. As part of the public exhibition process, provide input into and comment on the draft Visitor Economy Strategy (2026-2030); and
2. Following public exhibition, Council receive the Visitor Economy Strategy (2026–2030) for adoption.

REPORT

The Draft Visitor Economy Strategy 2026–2030 (**VES**) (formerly known as the Destination Management Plan, previously adopted in 2018) sets out Council’s vision to position Liverpool as a vibrant, inclusive, and globally recognised destination. It outlines a coordinated approach to increasing visitation, enhancing public spaces, supporting local businesses, and celebrating Liverpool’s unique identity.

The VES has been developed in alignment with Council’s Community Strategic Plan 2025–2035 and informed by extensive research and stakeholder consultation, including:

- A review of relevant federal, state, and local policies and strategies
- Analysis of the latest Census, Destination NSW, and Tourism Australia data to identify demographic trends that informed current market trends, potential target markets, and demand
- Analysis and audit of current tourism assets, event facilities, and trends on a local, state, and national level
- Consultation with key stakeholders, including within Council and Council’s Tourism and CBD Committee and other industries such as arts and culture, sport, heritage, hospitality, health, and education, through community surveys

The VES is strongly aligned with Council’s existing strategic framework, including the Long Term Financial Plan (LTFP), Liverpool 2050 and partner delivery models. The LTFP prioritises city revitalisation, infrastructure renewal and economic development, which supports the VES focus on placemaking, tourism infrastructure and leveraging major catalysts such as the Western Sydney International Airport (WSIA) and Moorebank Intermodal Precinct, noting that implementation must occur within existing revenue growth and external funding opportunities.

The VES also aligns with draft precinct based plans such as the Draft Woodward Park Masterplan through its emphasis on activation, public art, cultural trails, safety and family friendly infrastructure to deliver vibrant and inclusive public spaces. The strategy supports Council’s ambitions to grow the evening economy through Special Entertainment Precincts, enhance year round visitation via a coordinated events calendar, and attract domestic and

international investment in accommodation, wellness tourism and the Meetings, Incentives, Conferences and Exhibition (MICE) sector, including opportunities identified through recent international engagement.

Council’s Culture, Events and Festivals Strategy, which is currently being drafted, will be heavily informed by the VES. Within its Implementation Plan the VES also identifies several opportunities for events and festivals aligned with its strategic pillars including destination marketing, vibrant and activated spaces, evening economy, and heritage, culture and community.

In addition, the VES facilitates collaboration with Council partners managing community assets, such as Belgravia Leisure, to leverage sports and recreation infrastructure for events and tourism experiences. While no standalone grants strategy exists, the VES relies on alignment with State and Federal programs, and identifies opportunities for further incentives, including fast-tracked approvals and partnerships, to support development that contributes to Liverpool’s city centre vibrancy and visitor economy outcomes.

Strategic Considerations

The draft VES acknowledges both the strengths and challenges facing Liverpool’s visitor economy, as well as opportunities, summarised below:

Strengths	Challenges	Opportunities
Strategic location and connectivity via major motorways and rail lines	Outdated brand perceptions and limited digital visibility	Leveraging WSI Airport to attract international and domestic visitors
Affordable accommodation and venue hire	Underdeveloped night-time economy and premium offerings	Expanding cultural tourism through food, festivals and heritage
Rich cultural diversity and heritage assets	Transport limitations, especially public access to WSI Airport	Developing wellness and medical tourism linked to the Liverpool Innovation Precinct
Expanding health, education and innovation precincts	Aging infrastructure and public space maintenance	Activating public spaces and natural assets for recreation and events
Natural assets such as Georges River and Western Sydney Parklands	Safety concerns impacting evening visitation	Rebranding Liverpool as a modern, multicultural destination
Growing accommodation supply and student population	Limited tourism business engagement and workforce capability gaps	Strengthening industry collaboration and regional partnerships

Vision

Experience Liverpool: A vibrant, inclusive, and innovative global city – where culture, business, and community come together to inspire belonging, opportunity, and discovery.

Objectives

The purpose of the VES is to establish Liverpool as a globally recognised, sustainable, and inclusive destination that celebrates its rich cultural heritage, diverse communities, and vibrant future, providing exceptional experiences for residents, visitors and businesses.

The strategic objectives of this VES are:

- Increase visitation, overnight stays and visitor spends
 - Attract more visitors to Liverpool, encourage longer stays and boost visitor expenditure through enhanced accommodation, events and tourism offerings
- Strengthen Liverpool's unique identity as a destination
 - Promote Liverpool's rich multicultural heritage, First Nations history, and diverse attractions to differentiate it from neighbouring regions
- Enhance visitor experiences and destination infrastructure
 - Invest in tourism infrastructure, public spaces, and amenities to improve accessibility, liveability, and overall visitor satisfaction
- Grow the visitor economy and local employment
 - Increase tourism's contribution to Liverpool's economy by fostering business development, job creation, and skills growth in the visitor sector
- Foster industry collaboration and cohesion
 - Strengthen partnerships between government, businesses, and the local community to drive a unified and strategic approach to destination management
- Leverage opportunities from major infrastructure projects
 - Capitalise on the WSI Airport to position Liverpool as a key gateway to the region

Strategic Pillars

The following six strategic pillars serve to align the efforts of Council and all stakeholders in the visitor economy to foster a resilient, sustainable, and prosperous visitor economy. Each pillar includes a set of key priorities that form the Implementation Plan.

- Destination Marketing
 - Define and promote what makes Liverpool unique
 - Key priorities:
 - Design and launch a dedicated Love Liverpool destination website
 - Develop marketing campaigns that celebrate Liverpool's attractions, culture and heritage
 - Leverage the market influence of government and industry

- Produce a city-wide visitor map
 - Produce updated printed and digital visitor guides annually
 - Promote Liverpool's strategic location and connectivity
 - Refine the Love Liverpool brand
 - Showcase Liverpool's multicultural identity
- Vibrant and Activated Places
 - Create engaging spaces that invite connection, culture and community
 - Key priorities:
 - Activate waterways
 - Audit and upgrade existing cultural, natural, and recreational assets
 - Create a precinct identity and placemaking toolkit
 - Commission public art and murals
 - Develop an active transport strategy
 - Develop cultural trails and themed itineraries
 - Enhance public safety and family-friendliness
 - Identify and prioritise key precincts for activation
 - Improve walkability and connectivity between key visitor attractions, precincts and transport hubs
 - Improve wayfinding and visitor information city-wide
- Evening Economy
 - Bring Liverpool to life from day to night
 - Key priorities:
 - Assist local businesses in extending operating hours across hospitality, retail, and cultural sectors
 - Curate a year-round program of night-time events and cultural activations
 - Develop a Night-Time Economy Strategy
 - Enhance night-time infrastructure
 - Establish Special Entertainment Precincts
 - Install consistent and visible wayfinding signage in key precincts

- Work towards achieving Purple Flag accreditation. Purple Flag is an international accreditation program that recognises precincts that achieve high standards of excellence in managing their night-time economy
- Heritage, Culture and Community
 - Celebrate Liverpool's rich history and diverse identity
 - Key priorities:
 - Collaborate with local cultural, First Nations, and community organisations to deliver regular events and festivals
 - Create engaging visitor experiences and spaces that celebrate Liverpool's rich and diverse heritage
 - Create a multicultural food trail
 - Encourage the growth of Liverpool's arts, music, and entertainment sectors
 - Enhance and promote Liverpool's natural assets
 - Explore opportunities to attract major sporting events and drive infrastructure investment
 - Leverage events to raise awareness of Liverpool as a visitor destination
 - Protect, preserve, and enhance Liverpool's key heritage and cultural assets
- Enabling the Visitor Economy
 - Unlock Liverpool's visitor potential through strategic investment and development
 - Key priorities:
 - Attract and facilitate investment to expand and diversify Liverpool's accommodation offerings, contributing to the NSW Government's target of 40,000 additional beds by 2035
 - Capitalise on WSI Airport to drive investment in accommodation and visitor attractions
 - Create a targeted campaign to position Liverpool as a leading wellness tourism destination
 - Deliver high-quality infrastructure and amenities
 - Deliver infrastructure upgrades at Georges River and Chipping Norton Lakes

- Establish Liverpool as a competitive destination for the Meetings, Incentives, Conferences, and Exhibitions (MICE) sector
- Support the development of bookable, market-ready tourism products
- Industry Collaboration
 - Grow the visitor economy together with local stakeholders
 - Key priorities:
 - Collaborate with Destination NSW to implement training programs tailored for tourism operators
 - Design and implement a professional development program to increase tourism business engagement and workforce capability gaps
 - Host and/or partner on two annual tourism industry events
 - Partner with the tourism sector to deliver programs that support skills development and foster industry partnerships
 - Strengthen ties with neighbouring councils, WSI Airport, and Destination NSW to build a cohesive and competitive regional destination that attracts more visitors and investment

FINANCIAL IMPLICATIONS

Under the implementation plan there are several short-medium term and ongoing actions which can be implemented if the current Visitor Economy budget level is maintained into future financial years. These include supporting social media campaigns, developing tourist guides, and hosting local tourism industry events.

However, there are some larger initiatives which are currently unfunded and would need additional budget, or other sources of funding such as grants, if they are to be implemented in future financial years. For example: Dedicated Love Liverpool destination website, creating a precinct identity and placemaking toolkit, developing a nighttime economy strategy, improved wayfinding and walkways, along with developing other tourism infrastructure.

CONSIDERATIONS

<p>Economic</p>	<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>Encourage and promote businesses to develop in the hospital health and medical precinct (of the City Centre).</p> <p>Facilitate economic development.</p> <p>Facilitate the development of new tourism based on local attractions, culture and creative industries.</p>
<p>Environment</p>	<p>There are no environmental and sustainability considerations.</p>
<p>Social</p>	<p>Provide cultural centres and activities for the enjoyment of the arts.</p> <p>Support policies and plans that prevent crime.</p> <p>Preserve and maintain heritage, both landscape and cultural as urban development takes place.</p> <p>Promote community harmony and address discrimination.</p> <p>Support access and services for people with a disability.</p> <p>Deliver high quality services for children and their families.</p>
<p>Civic Leadership</p>	<p>Act as an environmental leader in the community.</p> <p>Undertake communication practices with the community and stakeholders across a range of media.</p> <p>Foster neighbourhood pride and a sense of responsibility.</p> <p>Facilitate the development of community leaders.</p> <p>Encourage the community to engage in Council initiatives and actions.</p> <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>

<p>Legislative</p>	<p>Local Government Act 1993, Chapter 3 – Principles for Local Government.</p> <p>Local Government Act 1993, Chapter 5 – What are a Council's functions?, Section 23, Supplementary, incidental and consequential functions.</p> <p>Local Government Act 1993, Chapter 6 – What are the service functions of Councils, Part 1 – General, Section 24, Provision of goods, services and facilities and carrying out of activities.</p> <p>Local Government Act 1993, Chapter 13 – How are Councils made accountable for their actions, Part 2 – Strategic Planning.</p>
<p>Risk</p>	<p>There is no risk associated with this report.</p>

ATTACHMENTS

1. Draft Visitor Economy Strategy 2026-2030

VISITOR ECONOMY STRATEGY 2026-2030

LIVERPOOL
CITY
COUNCIL

ACKNOWLEDGEMENT OF COUNTRY

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

Liverpool City Council is committed to working in partnership with the three Local Aboriginal Land Councils (LALCs) operating within the Local Government Area including Gandangara, Deerubin, and Tharawal.

Council recognises the importance of collaboration with our First Nations partners, each of which plays a vital role in managing and advocating for Aboriginal land rights and cultural heritage under the *Aboriginal Land Rights Act 1983*.

By respecting the distinct boundaries and responsibilities of each LALC and acknowledging the traditional custodians including the Darug Nation and the Cabrogal Clan, Council will foster ongoing dialogue and shared decision-making.

This partnership approach ensures that First Nations voices and priorities are reflected in strategic planning and service delivery, helping to build a more inclusive, culturally aware, and connected Liverpool for current and future generations.

ACCESS AND EQUITY STATEMENT

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



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A MESSAGE FROM THE MAYOR



More Visitors, More Energy, More Liverpool

Liverpool's Visitor Economy Strategy sets out a clear and unambiguous blueprint for a city ready to embrace its future. The imminent opening of Sydney's only 24-hour international airport on our doorstep means Liverpool is poised to become a gateway for national and international travellers: a place where visitors can stay, explore, and experience a rich and welcoming city at any hour of the day.

Council is growing the 24-hour economy and developing a dedicated entertainment precinct that brings together dining, live music, cultural experiences, and safe evening activity. This work will ensure Liverpool becomes a vibrant, bustling city of entertainment; where creativity, culture, and community thrive long after the sun sets and attracts hundreds of thousands of visitors.

Our arts and cultural landscape is already one of our greatest strengths. Liverpool Powerhouse Arts Centre stands as a national leader in contemporary art, performance, and multicultural storytelling, drawing audiences from across Sydney and beyond.

Alongside our creative industries and grassroots arts programs, Liverpool offers a depth of cultural experience unique to Sydney.

Equally, our multicultural festival program – Experience the World – is shaped by more than 150 cultural communities, and remains a cornerstone of Liverpool life. These celebrations bring people together, strengthen identity, and offer visitors authentic experiences grounded in food, music, heritage, and connection. You travel the continents through food and international visitors have the rare delight of finding authentic cuisine from a wide variety of heritages.

Combined with our natural assets, eco-tourism opportunities, and relative affordability, Liverpool has every ingredient to grow a strong, sustainable visitor economy. Council is committed to harnessing these strengths to build a city known for its diversity, creativity, and opportunity: a city that will welcome the world and make them feel at home.



NED MANNOUN

Liverpool Mayor

INTRODUCTION

The **Liverpool Visitor Economy Strategy (VES)** provides the direction and framework for growing Liverpool's visitor economy. Tourism Australia and Destination NSW recognise that tourism is more than just the holiday travel sector; it incorporates a broader visitor economy, including domestic and international travel for business, study, work, and Visiting Friends and Relatives (VFR).

THIS STRATEGY FOCUSES ON:

- Identifying opportunities to strengthen and grow the City's existing market base and diversify into new markets to increase visitation;
- Identifying opportunities to improve and strengthen the City's product base, harnessing and building on existing assets;
- Identifying the infrastructure, facilities and services needed to support and facilitate the growth of the visitor economy;
- Understanding the future needs of the City, as well as the changing needs and expectations of visitors;
- Identifying priorities to ensure the most effective use of Council resources, including exploring and establishing partnership opportunities; and
- Recognising the significant impact of Western Sydney International Airport (WSIA) on the local economy.

1

THE MAIN OUTCOMES OF THE STRATEGY ARE:

- Growing a visitor economy that is economically, socially and environmentally sustainable;
- Increased appeal and competitiveness of Liverpool as a destination and lifestyle choice;
- Increased local knowledge of tourism experiences available in the Liverpool LGA;
- Increased local time and money spent in the area to leverage the VFR market to generate new visitors;
- Increased visitor satisfaction by providing quality experiences that deliver on the City's brand promise and core values, as well as services and facilities that meet visitors' needs and expectations;
- Increased public and private investment in appropriate and sustainable tourism products; and
- Direct and indirect job creation through the growth of the visitor economy.

INTRODUCTION

1.1

THE VISITOR ECONOMY

Tourism has traditionally focused on leisure travel, but modern approaches have shifted towards the broader concept of the visitor economy. This includes all travel outside a person's usual place of residence for purposes such as holidays, business, education, events, and visiting friends or relatives¹. Unlike tourism, the visitor economy encompasses all goods and services consumed by visitors and includes both direct and indirect economic contributions.

It spans multiple industries, from hospitality to education and employment. In NSW, tourism is the fifth-largest employer. In the year ending December 2024, NSW recorded its highest-ever visitor expenditure, with domestic and international travellers spending a total of \$53.2 billion². Destination NSW aims to grow visitor spending to \$91 billion by 2035, with Western Sydney playing a key role³.



¹ Austrade, THRIVE 2030: The Re-Imagined Visitor Economy. A national strategy for Australia's visitor economy recovery and return to sustainable growth, 2022 to 2030, 2023.

² Minister for Jobs and Tourism, Records tumble as NSW visitor economy hits new high, Ministerial Media Release, 26 March 2025, <https://www.nsw.gov.au/departments-and-agencies/dciths/ministerial-media-releases/records-tumble-as-nsw-visitor-economy-hits-new-high>

³ NSW Government, Visitor Economy Strategy 2030 Review, Report Summary, 2024 <https://www.nsw.gov.au/sites/default/files/noindex/2024-10/visitor-economy-strategy-review-summary.pdf>

1.2

WHY A VISITOR ECONOMY STRATEGY?

As a five-year strategy, the VES details Council's priorities for the development of the visitor economy in Liverpool. It provides strategic direction and defines Council's role and commitment to meet the needs of the visitor economy in the City.

Growing Liverpool's visitor economy is part of Council's broader vision to stimulate the local economy through the injection of new dollars, creation of employment opportunities, and increased demand for local goods and services. A strong visitor economy will highlight and celebrate the City's assets, including its people and lifestyle, rich cultural diversity, heritage, natural assets, and events. Marketing and promotion will enhance the City's profile, thereby building and strengthening community pride and raising investor confidence.

Developing the Visitor Economy Strategy

Findings from the following processes have informed the Visitor Economy Strategy:

- A review of relevant federal, state, and local policies and strategies;
- Analysis of the latest Census, Destination NSW, and Tourism Australia data to identify demographic trends that inform current market trends, potential target markets, and demand;
- Analysis and audit of current tourism assets, event facilities, and trends on a local, state, and national level; and
- Consultation with key stakeholders, including within Council and other industry sectors such as arts and culture, sport, heritage, hospitality, health, and education through community surveys.

LIVERPOOL REGIONAL MUSEUM



1.3 THE ROLE OF COUNCIL

Liverpool City Council plays a pivotal role in shaping and supporting the local visitor economy. As a key enabler, Council provides the foundational infrastructure, planning frameworks, and industry support that underpin a thriving tourism sector. Its core responsibility (to enhance liveability for residents) naturally aligns with creating destinations that are attractive, inclusive, and vibrant for locals and visitors.

Through ongoing investment in place-making and destination development, Council encourages private sector involvement to deliver diverse tourism experiences and products. In doing so, it helps foster a resilient and dynamic visitor economy that contributes to social wellbeing, economic growth, and community pride.

As a central driver of tourism within the local government area, Liverpool City Council will take the lead in setting long-term objectives for the visitor economy. This includes sharing knowledge, collaborating with stakeholders, and cultivating a strong, positive identity for the city.

This VES has been developed as a Council initiative to support a prosperous and inclusive visitor economy. Council's role will focus on ongoing coordination, advocacy, and facilitation, while implementation will be a shared responsibility involving industry partners and the wider community.

POLICY FRAMEWORK

2

The VES is informed by, and aligned with, international, federal, state, and regional policies and Council's Community Strategic Plan (CSP) 2025-2035. The VES is related to the CSP and requires participation from members of the community across all levels. The VES contributes to the community's vision for the future as identified in the CSP. The VES outlines priorities that will contribute to delivering the overall vision for the CSP.

The VES relates to all four objectives of the CSP, which are:



The VES focuses on connecting local people and celebrating the diversity, inclusion and heritage of Liverpool, protecting and enhancing the urban and natural environment, attracting businesses for economic growth and employment opportunities, as well as increasing community engagement through events and participation in promotion.

2.1

LINKS TO OTHER PLANNING INITIATIVES

Liverpool's VES sits alongside other documents and initiatives that relate to broader Australian tourism initiatives and the Liverpool CSP. These documents include:

Federal

- Tourism Australia, THRIVE 2030: The Re-Imagined Visitor Economy. A national strategy for Australia's visitor economy recovery and return to sustainable growth 2022-2030, Australian Trade and Investment Commission

State

- Destination NSW, NSW Visitor Economy Strategy 2030: A Roadmap for Growing the NSW Visitor Economy, NSW Government
- Destination NSW, NSW Visitor Economy Strategy 2035, NSW Government
- 24-Hour Economy Commissioner, NSW 24-Hour Economy Strategy, NSW Government
- Creative Communities: Putting culture at the heart of the state, NSW Arts, Culture and Creative Industries Policy 2024-2033, NSW Government
- Western Parkland City, NSW Government

Local

- Community Strategic Plan 2025-2035
- Liverpool Economic Development Strategy 2024-2034
- Liverpool University City
- Liverpool Small Business Strategy 2022-2027
- Baseline Visitor Figures, Lucid Economics 2025
- Hotel and Short Term Letting, Lucid Economics 2025

2.2 CHALLENGES WITH LINKS TO THE COMMUNITY STRATEGIC PLAN

A rapidly growing population and changing landscape present Liverpool with numerous challenges. This VES, along with other planning documents, identifies opportunities to respond to these challenges.

Economic Development

Liverpool continues to experience growth in commercial and industrial development. Its status as a strategic commercial centre of Southwest Sydney, along with its transport links to other areas of Sydney, places Liverpool in a prime position. Council’s challenge is to create a city that is attractive, vibrant and engaging to both visitors and locals.



Transport Accessibility

Liverpool’s growing population places demand on existing infrastructure and creates high traffic volume. Liverpool has good access to Sydney’s major motorways but limited public transport options. Significant upgrades are being made to the city’s road network.

Social Connection

Liverpool is one of the most culturally diverse cities in NSW, with 43% of its residents born overseas. Liverpool also has a significant First Nations community. There is a challenge for Council to ensure services to a broad range of citizens. Forming social connections within the local community has become increasingly complex due to the numerous demands of everyday life.



Environmental Sustainability

Liverpool has a wide variety of flora, fauna, and ecosystems; including a considerable number of threatened species. Expanding urban development in Liverpool can place pressure on natural environments.

Culture and Heritage

Liverpool has a rich heritage with a major cultural and arts focus. There are several significant heritage buildings and places that are protected at a local and state level, which contribute to Liverpool’s identity. Maintenance of historical buildings often involves significant building works, which can come at an excessive cost. A challenge for Council is to balance the need to protect the community’s identity and heritage with budgetary pressures.



LIVERPOOL VISITOR ECONOMY

3

As part of the Western Parkland City, the Liverpool Local Government Area (LGA) is in a state of major transformation. Liverpool is home to Sydney's new 24-hour international airport, a range of global companies, four universities, the Liverpool Innovation Precinct, and a vast network of small to medium-sized businesses.

The visitor economy and tourism experiences must be accessible and affordable to families, younger children, and those with lower incomes; whilst providing a social and welcoming environment and a point of difference to other visitor experiences across the region.

Several current factors and future developments will influence the visitor economy:

- A strong VFR market, which is likely to continue to grow due to projected population growth;
- Competitive due to its affordability, which allows it to become an attractive base for tour group travellers and those travelling on the major routes southwest of Sydney;
- Increasing corporate and medical development, and therefore, events;
- Liverpool CBD is currently home to four universities; and
- Strategic location with accessibility to both Sydney's international airports, Parramatta, the Blue Mountains, major motorways, as well as being located on the main Sydney-Canberra-Melbourne route.

In the 2022/23 financial year, Liverpool's tourism sector generated approximately \$1.35 billion in total sales, contributing \$730.9 million in value added to the local economy. This underscores the area's growing appeal to both domestic and international visitors.



3.1 DEMOGRAPHICS

POPULATION

Liverpool is home to one of the fastest-growing populations in Australia.



2025



2046

DIVERSITY

One of Liverpool's most unique characteristics is the diversity in the community, which must be taken into consideration when developing the visitor economy.



150 CULTURAL
BACKGROUNDS



MORE THAN
43%
BORN
OVERSEAS

54%
PEOPLE SPEAK A
LANGUAGE OTHER
THAN ENGLISH AT HOME

13%
OF THE POPULATION
ARRIVED IN
AUSTRALIA WITHIN
5 YEARS BEFORE 2021

3.2 VISITOR PROFILE

In 2025, Liverpool City Council commissioned Lucid Economics¹ to determine baseline visitation figures for Liverpool. The data reported is in Appendix 1, and the data for 2024 is summarised below:



DOMINANT MARKET SEGMENT

42%
Visitors are Visiting Friends and Relatives (VFR)

Business travellers, construction and transport workers, medical visitors, and international students also make important contributions to Liverpool's visitor economy.

INTERNATIONAL VISITORS

Indian visitors have grown strongly, representing the third largest share of visitors and making up the largest share of visitor nights.

VISITOR YIELD

INDIVIDUAL VISITOR YIELD		PER VISITOR YIELD	
2018	2024	2018	2024
\$392 /visitor	\$724 /visitor	\$175 /visitor	\$185 /visitor

TARGET MARKET

Current Markets

- Day trip visitors
- Visiting Friends and Relatives
- FIFO workers

Future Markets

- Business (domestic and international)
- Education
- Health and Wellbeing
- International visitors

Liverpool has the potential to grow and diversify its market base. Harnessing and celebrating Liverpool's cultural diversity and providing opportunities to bring locals and visitors together will be central to building the City's visitor economy. Expenditure by visitors creates significant economic growth across a range of industry sectors such as retail, accommodation, and food services.

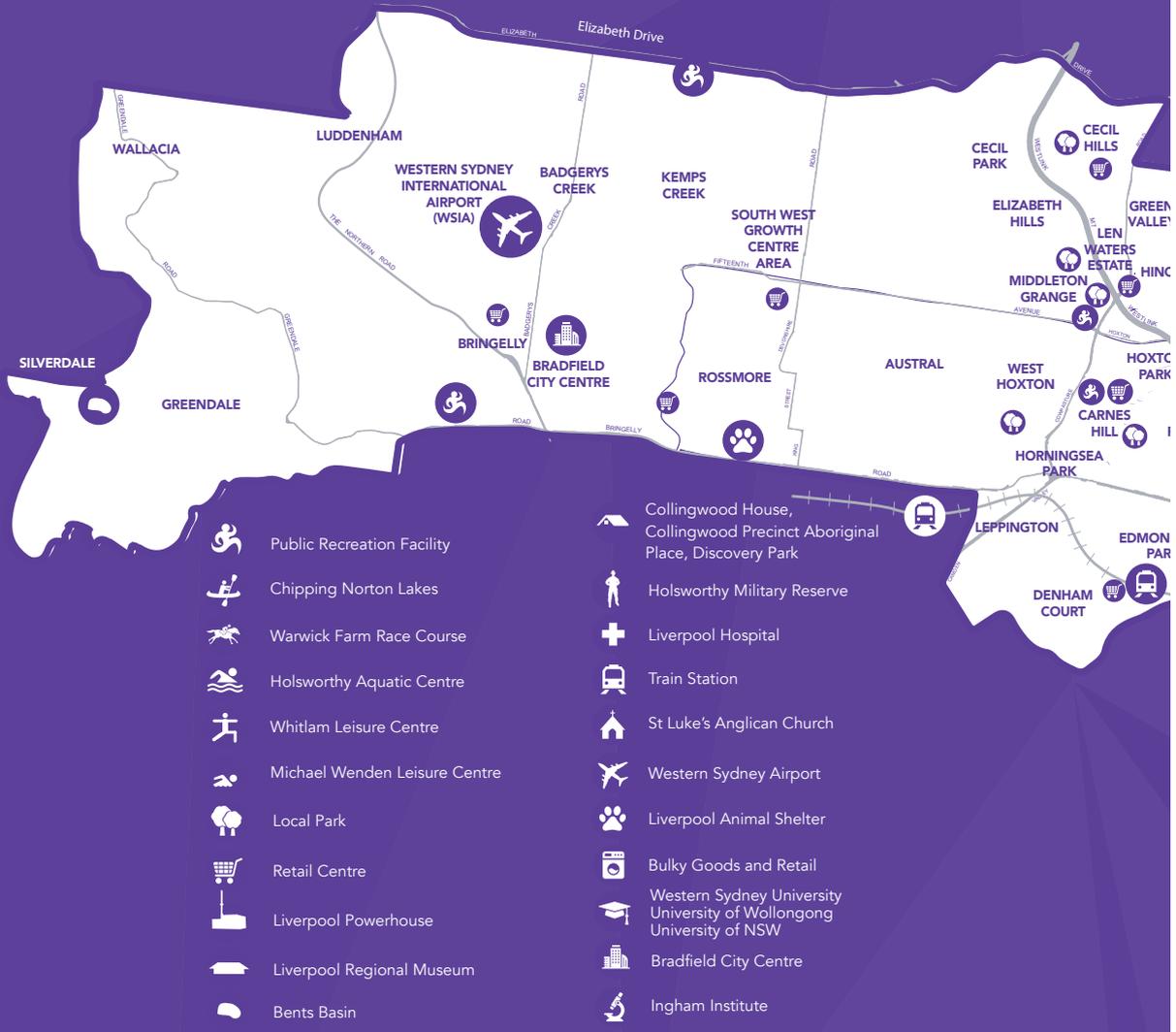
By 2035, Liverpool is projected to host 1.46 million visitors and 4.77 million visitor nights. Total visitations are expected to increase by almost 600,000, and visitor nights are expected to grow by almost 2 million.

¹ Lucid Economics - Lucid Economics is an Australian consulting firm that provides applied economic, tourism and development advice to governments and the private sector.



3.3 LIVERPOOL'S PRODUCT OFFERING

Liverpool boasts a variety of attractions, including cultural festivals, diverse culinary experiences and significant infrastructure developments. The Experience the World program has been instrumental in highlighting the region's multicultural heritage, generating over \$30 million for the local economy and creating jobs.

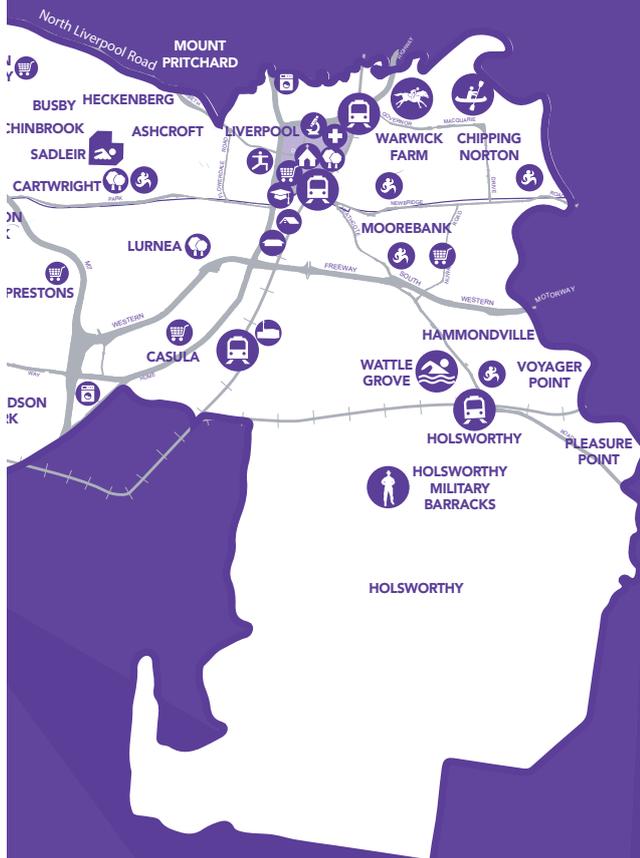


Liverpool has existing tourism products and assets, as well as several proposed assets which will assist in building the visitor economy. The rapid growth Liverpool is experiencing will lead to a new wave of assets and products that will directly and indirectly contribute to Liverpool's visitor economy.

Based on Liverpool's core tourism assets, the LGA's current products and experiences are:

- Eco-tourism – the Georges River and Parklands
- First Nations history and culture
- Health and Innovation precinct – medical-related visitation

- History and Heritage – e.g. Collingwood House, Heritage Buildings, Liverpool Regional Museum
- International and national tourist destination
- Multicultural culinary tourism
- Specialty shopping
- Sport – e.g. Sydney International Shooting Centre, Barefoot Skiing, Netball and Karate at the Whitlam Centre
- Universities – growing domestic and international student population
- Vibrant arts scene, festivals and events – e.g. Liverpool Powerhouse, Experience the World
- Western Sydney International Airport.



HOTELS WITH THE LIVERPOOL LGA

Hotels	Location
Quest Liverpool	Liverpool CBD
Ibis Budget Casula Liverpool	Casula
Mercure Sydney Liverpool	Prestons
Meriton Suites Liverpool	Liverpool CBD
The William Inglis Hotel	Warwick Farm
Hunts Hotel Liverpool	Casula
Holiday Inn Warwick Farm By IHG	Warwick Farm
Best Western Casula Motor Inn	Casula
Crossroads Hotel	Casula
Jolly Knight Motel	Casula
El Toro Motor Inn	Warwick Farm
Wallacia Hotel	Wallacia
Astra Apartments	CBD
Fontainebleau Motor Inn	Casula

3.3 ACCOMMODATION

In 2025, Liverpool City Council commissioned Lucid Economics to conduct a study of current and future demand for hotel and short-term letting accommodation. The data reported is in Appendix 2, and the data is summarised below.

The accommodation market primarily caters to the business segment, driven by the robust industrial sector in Liverpool and the construction of WSI Airport. Furthermore, the VFR, education-related and health-related markets play a crucial role in Liverpool's accommodation landscape.

Accommodation Offerings

Liverpool's market is made up of 1,083 short-term accommodation rooms (i.e. traditional hotel and motel style). Short-Term Rental Accommodation (STRA) also forms part of Liverpool's accommodation offerings. There are 275 STRA properties across the LGA, with the majority located in and around the Liverpool City Centre, particularly near the Hospital and Central Business District (CBD).

Market Indicators

The hotel market sector has been performing strongly, with an annual occupancy rate of 78.4% and an Average Daily Rate (ADR) of \$194 in 2024.

The STRA market serves a different market segment compared to traditional hotels and has experienced a decline in trading levels over the past two years. By the end of March 2025, the STRA market had an annual occupancy rate of 56% and an ADR of \$200.



Future Demand

It is expected that the accommodation sector will continue to grow with key drivers such as population growth, industrial expansion and the opening of WSIA. These factors are anticipated to sustain and enhance the demand for short-term accommodation in Liverpool. The development of new infrastructure will likely attract more visitors and investors to the area. Furthermore, the City's strategic location and economic activities are set to increase its appeal as a destination for travellers.

Based on the research and analysis conducted by Lucid Economics, there will likely be potential for a range of future short-term accommodation developments in Liverpool, including:

- Additional serviced apartment offerings, located in the CBD, to cater for the VFR market;
- Airport hotels, located at WSIA;
- High standard, business focused (likely branded) hotel located in the CBD;
- Resort style, holiday park (e.g. BIG4 style caravan park) located outside of the City Centre, potentially in one of the Airport business precincts;
- Themed accommodation/attraction property, similar to the Great Wolf Lodge chain in the United States which features an indoor water park at each resort, potentially located in one of the Airport business precincts; and
- Other bespoke or boutique accommodation offerings more focused on the Sydney and intra-state markets.

STRATEGIC CONSIDERATIONS

4

4.4

STRENGTHS

Liverpool has several strengths that will help facilitate growth in the visitor economy.

Strategic Location and Accessibility

Located in the heart of Greater Sydney, Liverpool benefits from excellent connectivity to Sydney and Parramatta CBDs. As the home to WSIA this strengthens its role as a central hub for tourism, investment, and employment. Well-served by major motorways, including the Hume Highway, M5, M7, and Cumberland Highway, alongside three rail lines and the T-Way bus, Liverpool offers direct links to key destinations. The flat terrain and grid layout make the city centre easy to navigate on foot, enhancing the visitor experience.

Affordability and Venue Availability

Liverpool's comparatively lower accommodation, venue hire, and parking costs make it an attractive choice for value-conscious business and leisure travellers.

The city offers a wide range of venues, from large-capacity facilities like the Whitlam Leisure Centre and Liverpool Catholic Club to premium spaces such as the William Inglis Hotel and Meriton Services Apartments, positioning it as a strong contender for conferences, expos, and major events.

Natural Assets and Outdoor Experiences

Situated along the Georges and Nepean Rivers, Western Sydney Parklands and Chipping Norton Lakes, Liverpool provides excellent eco-tourism and outdoor recreation opportunities. Visitors can enjoy walking, cycling, birdwatching, and water activities, making the area ideal for nature-based tourism.

Growing Accommodation Supply

Supporting over 90,000 annual visitors, Liverpool offers a solid range of short-term accommodation options. New developments tied to the opening of WSI Airport will expand capacity, ensuring the city is ready to meet increasing demand.

Innovation and Economic Vitality

Liverpool's economy is driven by the health, education, construction, retail, and manufacturing sectors. The expansion of the Liverpool Hospital and Innovation Precinct is attracting professionals and business travellers, reinforcing its emergence as a hub for medical and business tourism.

Cultural and Heritage Appeal

As one of Australia's oldest cities, Liverpool offers a rich heritage and strong cultural attractions. Sites like the Liverpool Powerhouse, which draws over 50,000 visitors annually, add depth to the city's tourism appeal while promoting local identity and pride.

Multiculturalism and Community Vibrancy

Home to residents from over 150 countries, Liverpool's cultural diversity is reflected in its cuisine, festivals, shops, and places of worship. Precincts like Little India Liverpool provide distinctive experiences, enriching the city's tourism offering and appealing to visitors, especially those travelling to see family and friends.

Economic Growth and Urban Expansion

Liverpool is Sydney's third-largest city and is growing rapidly, with ample space for development. Its rising population and expanding infrastructure support long-term tourism growth and economic transformation, making it a key centre in Western Sydney's future.

Education and Student Tourism Potential

With campuses and study hubs of Western Sydney University, University of Wollongong, UNSW, University of Notre Dame and TAFE NSW, Liverpool has a strong and growing student population. This presents opportunities to develop student-focused tourism, cultural exchanges, and educational events that align with the city's tourism strategy.

4.2 CHALLENGES

Liverpool has a series of challenges that must be acknowledged and addressed to grow the visitor economy.

Poor Brand Perception and Limited Recognition

Liverpool continues to face outdated and negative perceptions linked to crime, social issues, and a lack of attractions. Despite branding efforts beginning in 2017, awareness remains low among locals and broader audiences. Repositioning the City as a vibrant and diverse destination will require sustained marketing, storytelling, and community involvement.

Underdeveloped Night-Time Economy and High-End Offerings

A lack of evening activities, nightlife, and premium offerings limits Liverpool's ability to attract both families and higher-spending visitors. Safety concerns and poor lighting further discourage night-time visitation, reducing overall visitor spend and length of stay.

Digital and Online Visibility Gaps

Liverpool has minimal presence in the digital tourism landscape. Many operators are not listed on the Australian Tourism Data Warehouse (ATDW), which Destination NSW and Tourism Australia use to create content on their websites and throughout their campaigns. There is also no dedicated destination website for Liverpool. The absence of a tourism-focused digital presence weakens its ability to reach and engage tech-savvy and modern-day travellers.

Transport and Accessibility Limitations

While strategically located, Liverpool lacks direct public transport to the new WSI Airport, and local road congestion and limited parking reduce ease of access. These issues impact its appeal as a visitor base and tourism gateway for Greater Sydney.

Ageing Infrastructure and Poor Public Space Maintenance

Neglected public areas, ageing infrastructure, and visible litter in parts of the city contribute to a perception of decline. These conditions diminish Liverpool's appeal and deter both new and repeat visitors.

Negative Perceptions of Safety

Despite improvement efforts, concerns about crime, homelessness, and poor lighting persist; particularly affecting the night-time economy and deterring families and older visitors.

Limited Tourism Product and Business Engagement

Many local businesses do not see themselves as part of the tourism sector, operating in silos with limited collaboration. Stronger partnerships, council leadership, and regional cooperation are needed to deliver cohesive visitor experiences and compete with more established destinations.

Workforce and Service Capability Gaps

The casual nature of tourism employment increases vulnerability to economic shifts. Investment in training, skills development, and career pathways is crucial to improving service standards and building industry resilience.

Social and Economic Vulnerability

High levels of social disadvantage, housing stress, and workforce precarity challenge the sustainability of the local tourism sector. These factors can affect perceptions of the area and place additional strain on tourism businesses, especially during economic downturns.



4.3

OPPORTUNITIES AND INDUSTRY TRENDS

The tourism landscape is constantly evolving in response to changing consumer behaviours, technological innovation, and global economic and environmental influences. As traveller expectations shift, destinations must adapt accordingly. Emerging trends highlight increased interest in wellness-focused experiences, slow travel, and active tourism, alongside a stronger demand for sustainability and wellbeing in travel choices.

OPPORTUNITIES

Leveraging Western Sydney International Airport

The opening of WSIA in 2026 presents a major opportunity for Liverpool to position itself as a gateway for both international and domestic visitors. As the Liverpool LGA is home to the airport, Liverpool serves as a convenient base for stopovers, business travel, and as a launch point for wider exploration of Greater Sydney and the Blue Mountains.

Expanding Cultural and Local Tourism

There is strong potential to grow cultural tourism through food trails, multicultural festivals, heritage walks, and First Nations storytelling. By curating authentic local experiences, Liverpool can appeal to both domestic and international travellers seeking genuine connections with the places they visit.

Tapping into the International Student Market

With its existing education institutions and growing population of international students, Liverpool can strategically develop offerings around student integration, affordable accommodation, and cultural engagement. This also connects with workforce development and tourism industry support through student employment pathways.

Developing Health and Wellness Tourism

Liverpool's growing health and medical precincts, including the Liverpool Innovation Precinct, Liverpool Hospital, and allied health services, provide a strong foundation for expanding medical and wellness tourism. Complemented by the City's green spaces and river trails, Liverpool also offers opportunities for nature-based wellness experiences.

Activating Public Spaces and Natural Assets

Revitalising open spaces like the Georges River corridor and Chipping Norton Lakes for active recreation and community events creates opportunities to attract visitors while enhancing the quality of life for locals.



Destination Rebranding and Marketing

There is an opportunity to reshape Liverpool's image through bold destination marketing that highlights its vibrancy, multiculturalism, affordability, and modern urban character. This includes digital campaigns, refreshed branding, and showcasing Liverpool as Sydney's new cultural capital.

Supporting Industry Collaboration and Growth

Encouraging collaboration among tourism operators and local businesses can foster new events, products, and experiences. Council-led initiatives that introduce businesses to tourism concepts and create joint marketing efforts can strengthen Liverpool's tourism ecosystem.

4.3

OPPORTUNITIES AND INDUSTRY TRENDS CONTINUED



INDUSTRY TRENDS

Rise of Authentic and Cultural Travel

Travellers are increasingly seeking unique, immersive experiences that connect them with local stories, food, culture, and history. Destinations that offer community-led, meaningful encounters are growing in popularity.

Growth of Health and Wellness Tourism

Wellness is a key priority for modern travellers, with many seeking destinations that offer rest, rejuvenation, and holistic well-being. Liverpool's medical infrastructure and natural environment align well with this trend.

Digital Transformation and Expectations

Today's travellers expect streamlined digital experiences, including mobile-friendly websites, real-time information, and seamless bookings. Destinations that fail to meet these digital expectations risk being overlooked.

Sustainability and Community-Backed Tourism

With the impacts of climate change and over-tourism more visible than ever, travellers are becoming increasingly selective about sustainable practices. Destinations that involve their communities, preserve local culture, and minimise environmental impact are seeing stronger support.

Slow Travel and Active Tourism

Visitors are placing greater value on quality over quantity, favouring "slow travel" where they can explore destinations in depth. There is also growing interest in active tourism, such as cycling, hiking, and nature exploration, all of which align well with Liverpool's natural assets.

Increased Inclusivity and Accessibility

Multi-generational travel and increased awareness around accessibility are prompting destinations to improve inclusive infrastructure and services. Liverpool has the opportunity to lead in this space, creating experiences that are accessible to people of all ages and abilities.

VISITOR ECONOMY STRATEGY FRAMEWORK

5

The Liverpool VES is set out to provide the strategic direction and framework required to grow Liverpool's visitor economy over the next five years. This VES is written as a guide to focus all stakeholders on the opportunities in Liverpool and as a framework to deliver on this plan.

VISION

Experience Liverpool: A vibrant, inclusive, and innovative global city – where culture, business, and community come together to inspire belonging, opportunity, and discovery.

VISITOR ECONOMY STRATEGY FRAMEWORK

CONTINUED

OBJECTIVES

The purpose of the VES is to establish Liverpool as a globally recognised, sustainable, and inclusive destination that celebrates its rich cultural heritage, diverse communities, and vibrant future, providing exceptional experiences for residents, visitors and businesses.

The strategic objectives of this VES are:

Increase visitation, overnight stays and visitor spends

Attract more visitors to Liverpool, encourage longer stays and boost visitor expenditure through enhanced accommodation, events and tourism offerings.

Strengthen Liverpool's unique identity as a destination

Promote Liverpool's rich multicultural heritage, First Nations history, and diverse attractions to differentiate it from neighbouring regions.

Enhance visitor experiences and destination infrastructure

Invest in tourism infrastructure, public spaces, and amenities to improve accessibility, liveability, and overall visitor satisfaction.

Grow the visitor economy and local employment

Increase tourism's contribution to Liverpool's economy by fostering business development, job creation, and skills growth in the visitor sector.

Foster industry collaboration and cohesion

Strengthen partnerships between government, businesses, and the local community to drive a unified and strategic approach to destination management.

Leverage opportunities from major infrastructure projects

Capitalise on the WSI Airport to position Liverpool as a key gateway to the region.

VISITOR ECONOMY STRATEGY FRAMEWORK

CONTINUED

STRATEGIC PILLARS

The following six strategic pillars serve to align the efforts of Council and all stakeholders in the visitor economy to foster a resilient, sustainable, and prosperous visitor economy:



DESTINATION MARKETING

Define and promote what makes Liverpool unique



VIBRANT AND ACTIVATED PLACES

Create engaging spaces that invite connection, culture and community



EVENING ECONOMY

Bring Liverpool to life from day to night



HERITAGE, CULTURE AND COMMUNITY

Celebrate Liverpool's rich history and diverse identity



ENABLING THE VISITOR ECONOMY

Unlock Liverpool's visitor potential through strategic investment and development



INDUSTRY COLLABORATION

Grow the visitor economy together with local stakeholders

PILLAR 1 DESTINATION MARKETING



Grow *Love Liverpool* to highlight Liverpool's multicultural heart, creative energy, and strategic location. Showcase lifestyle, culture, business, and innovation through targeted campaigns to attract both locals and visitors.

A strong identity, branding, and marketing strategy is crucial for Liverpool as it helps shape the city's reputation, attract visitors, and drive economic growth. As the international gateway to Western Sydney, Liverpool has the potential to become a premier destination for tourism, business, and cultural experiences.

Identity, branding and marketing includes:

- Creating a unified visitor experience
- Enhancing destination awareness
- Inspiring visitation and economic growth
- Positioning Liverpool competitively
- Strengthening local pride and community engagement



IMPLEMENTATION PLAN

1. Destination Marketing				
Priority		Responsibility	Timeframe	Measures
1.1	Refine the Love Liverpool brand to promote the city's growth, diversity, culture, and opportunity	Communications City Economy	Short – Medium (2026–2028)	<ul style="list-style-type: none"> Marketing plan developed Campaign delivered Post-campaign report
1.2	Design and launch a dedicated Love Liverpool destination website featuring local attractions, events, itineraries, and planning tools	City Economy Communications	Short – Medium (2026–2028)	<ul style="list-style-type: none"> Website launched with ATDW integration Number of site visits per month Increased dwell time and itinerary downloads Monthly content refresh completed
1.3	Showcase Liverpool's multicultural identity through the promotion of international cuisine, cultural events, and community-led stories	City Economy Communications Events Liverpool Powerhouse	Ongoing	<ul style="list-style-type: none"> Number of multicultural events supported/promoted Social media reach of cultural campaigns Community engagement and satisfaction
1.4	Produce updated printed and digital visitor guides annually, including a city wide visitor map	City Economy Communications	Annual	<ul style="list-style-type: none"> Development of Visitor Guide in consultation with local attractions and accommodation providers Total businesses participating in Visitor Guide Distribution of guides (number and locations) Online guide downloads Stakeholder and visitor feedback
1.5	Promote Liverpool's strategic location and connectivity	City Economy Communications	Medium (2027-2028)	<ul style="list-style-type: none"> Messaging integrated into campaigns Positive media coverage
1.6	Develop marketing campaigns that celebrate Liverpool's attractions, culture and heritage, including historical walking tours, Indigenous cultural experiences, food trails, and street art	City Economy Communications Library and Museum Services Liverpool Powerhouse Heritage Community Development (First Nations Officer)	Ongoing	<ul style="list-style-type: none"> Number of campaigns delivered annually Trails developed, e.g. food trails, cultural and heritage walks Campaign reach and ROI (visitation, spend) Participation in guided walks and trails
1.7	Leverage the market influence of government and industry to deliver destination and cooperative marketing campaigns that increase visitation to Liverpool	City Economy Communications	Medium – Long (2028–2030)	<ul style="list-style-type: none"> Number of cooperative campaigns launched Visitation growth during campaign periods

PILLAR 2 VIBRANT AND ACTIVATED PLACES



Transform Liverpool’s streets, public spaces, and precincts into lively destinations. Support placemaking, art and urban design that encourage exploration and business growth.

Developing diverse and vibrant precincts that reflect the community is an economic, social and cultural imperative. Vibrant and activated places are essential for Liverpool’s VES as they foster economic growth, social cohesion, and cultural enrichment.

By creating dynamic, engaging, and inclusive spaces, Liverpool can position itself as a thriving hub for both residents and visitors, enhancing its appeal as a destination while supporting long-term sustainability.



IMPLEMENTATION PLAN

2. Vibrant and Activated Places				
Priority	Responsibility	Timeframe	Measures	
2.1	Identify and prioritise key precincts for activation, and develop integrated plans that incorporate multicultural food, live music, street art, markets, and community events	City Economy City Planning Events City Design and Public Domain	Medium – Long (2028–2030)	<ul style="list-style-type: none"> Precincts, such as Woodward Park, identified and developed Precinct activation plans completed Activation programs delivered
2.2	Create a precinct identity and placemaking toolkit to support consistent branding and design across activated areas	City Economy City Design and Public Domain City Planning Communications	Medium (2027–2028)	<ul style="list-style-type: none"> Toolkit completed and distributed Toolkit use across at least 3 precincts Positive stakeholder feedback on branding consistency Increase in precinct visitation
2.3	Commission public art and murals by local diverse artists to enhance public infrastructure and increase cultural vibrancy in underused or high-traffic areas	City Economy City Design and Public Domain Events	Ongoing	<ul style="list-style-type: none"> Number of public artworks installed per year Engagement of local artists (target 80% local) Community satisfaction and visitor interest
2.4	Improve wayfinding and visitor information city-wide, including signage, maps, and connectivity between attractions, precincts, and transport hubs	City Economy City Design and Public Domain City Planning Communications	Medium (2027–2028)	<ul style="list-style-type: none"> New signage and maps installed Increased movement between attractions and precincts
2.5	Develop cultural trails and themed itineraries that highlight Indigenous heritage, local history, and multicultural experiences	City Economy Communications Library and Museum Services Liverpool Powerhouse Heritage Community Development (First Nations Officer)	Short – Medium (2026–2028)	<ul style="list-style-type: none"> Minimum of three trails launched (e.g., Indigenous, street art, food) Website views/downloads of itineraries Visitor trail participation metrics
2.6	Enhance public safety and family-friendliness through improved lighting, CCTV, smoke-free zones, and investment in child-friendly infrastructure like shaded playgrounds and stroller-accessible paths	City Economy City Design and Public Domain Parks Sports and Open Spaces Recreation and Community Outcomes City Works - Civil Operations	Medium – Long (2025–2028)	<ul style="list-style-type: none"> Increased lighting and CCTV coverage Upgrades to three or more family-friendly spaces Reduced safety complaints and increased usage of public spaces Smoke-free zones identified and delivered

IMPLEMENTATION PLAN CONTINUED

2. Vibrant and Activated Places (continued)				
Priority		Responsibility	Timeframe	Measures
2.7	Audit and upgrade existing cultural, natural, and recreational assets, including heritage sites, parks, and waterfronts, with improved amenities, interpretation, and accessibility	City Planning/ Heritage Parks Sports and Open Spaces City Design and Public Domain	Medium – Long (2028–2030)	<ul style="list-style-type: none"> Asset audit completed Upgrade projects initiated for key sites Improved accessibility and signage at target locations
2.8	Improve walkability and connectivity between key visitor attractions, precincts and transport hubs through better footpaths, lighting, shade and safety	City Economy City Design and Public Domain City Works - Civil Operations	Ongoing	<ul style="list-style-type: none"> Improved walkways and footpaths, including lighting and shade Increased transport options both in the CBD and across the LGA
2.9	Develop and Implement an Active Transport Strategy to enhance visitor mobility, improve connections between key attractions, and support sustainable transport options within the Liverpool LGA	City Economy Transport & Access City Design and Public Domain	Medium – Long (2028–2030)	<ul style="list-style-type: none"> Strategy developed and adopted by Council Kilometres of new or improved cycle paths and shared pathways Increased percentage of visitors using active transport modes Positive visitor and community feedback on accessibility
2.10	Develop and deliver an activation program for Georges River and Chipping Norton Lakes, including seasonal events, recreation activities, cultural experiences, and improved wayfinding to position the area as a signature waterfront destination	City Economy Events and Activation City Design and Public Domain	Medium (2027-2028)	<ul style="list-style-type: none"> Activation program delivered annually Increased visitation and dwell time at the waterfront Number of events held and participant numbers Positive visitor satisfaction feedback

PILLAR 3 EVENING ECONOMY



Activate Liverpool's nightlife, dining, retail, and entertainment to ensure the city thrives beyond standard business hours. Support local businesses and cultural initiatives that encourage after-hours activity, enhance safety, and foster social vibrancy. The goal is to transform Liverpool into a dynamic 24-hour city where residents and visitors can access diverse cultural, recreational, and business experiences after dark, driving economic growth and enriching community life.

The night-time economy includes all activity that takes place after sunset, such as hospitality, entertainment, transport, and cultural events. With WSIA set to operate 24/7, Liverpool must develop a strong night-time economy to meet the evolving needs of both residents and visitors. The VES seeks to deliver a safe, inclusive, and vibrant after-dark environment that spans multiple industries, stimulates job creation, enhances safety, strengthens cultural connections, and improves quality of life.



COUNCIL AND GOVERNMENT COLLABORATION

Council's Role

Council's role is to shape and nurture the night-time economy, including:

- **Approvals:** regulatory approvals to facilitate the establishment and operation of events within the night-time economy.
- **Events:** organising and supporting a range of cultural, entertainment, and community events to enhance the vibrancy of the City.
- **Planning:** developing land use master plans and urban design guides to lead the sustainable development and growth of the City.
- **Policy Work:** Formulate and implement policies and initiatives that support the growth, diversity and sustainability of the night-time economy.

NSW Government

The NSW Government's role is in shaping the regulatory framework of the night-time economy, as well as supporting it through grant programs. Current State Government initiatives include:

- **NSW 24-Hour Economy Strategy:** a state-wide strategy that is aimed at revitalising and diversifying the State's night-time economy. It has a focus on enhancing vibrancy and cultural offerings.
- **NSW Vibrancy Reforms:** legislative and regulatory reforms that support measures to streamline approvals and reduce red tape for businesses and events.
- **Purple Flag:** an internationally recognised accreditation program which celebrates precincts that achieve high standards of excellence in managing their night-time economy.
- **Special Entertainment Precincts:** a state-wide initiative where local councils can designate an area to manage sound and trading hours at local venues.
- **Uptown:** a government-led initiative to promote the development of innovative and creative precincts built around cultural expressions.



IMPLEMENTATION PLAN

3. Evening Economy				
Priority		Responsibility	Timeframe	Measures
3.1	Develop a Night-Time Economy Strategy informed by an assessment of Liverpool's current maturity level and aligned with local and state priorities	City Economy City Planning	Short (2026)	<ul style="list-style-type: none"> Strategy developed and endorsed by Council NTE maturity level assessed using the NSW Local Government Night-Time Economy Toolkit Alignment with NSW NTE Strategy and local planning objectives
3.2	Establish Special Entertainment Precincts with a tailored management plan to support live music, extended trading hours, and cultural programming	City Economy Infrastructure Planning City Planning Development Assessment Compliance (Environmental Health) City Design and Public Domain	Medium (2027-2028)	<ul style="list-style-type: none"> At least one SEP established and operational Management plans implemented (e.g. sound, hours, safety) Uptake of extended trading and cultural programming
3.3	Enhance night-time infrastructure by investing in improved lighting, public safety, and late-night transport options	City Planning Infrastructure Planning City Works - Civil Operations Development Engineering	Medium – Long (2028–2030)	<ul style="list-style-type: none"> Key areas upgraded with better lighting, CCTV Improved late-night transport options piloted Increased community perception of night-time safety
3.4	Install consistent and visible wayfinding signage in key precincts to support evening activity and ease of navigation	City Planning City Economy City Design and Public Domain	Short – Medium (2026–2028)	<ul style="list-style-type: none"> Signage installed in night-time hubs Positive feedback from businesses and users Increased evening movement between precincts
3.5	Work towards achieving Purple Flag accreditation to showcase Liverpool as a safe and vibrant night-time destination	City Economy City Planning City Design and Public Domain	Long (2029-2030)	<ul style="list-style-type: none"> Purple Flag application submitted Benchmarking completed and gaps addressed Accreditation received and promoted
3.6	Curate a year-round program of night-time events and cultural activations to drive visitation and local engagement	Events City Economy Communications	Ongoing	<ul style="list-style-type: none"> Delivery of night-time events Increased after-dark visitation and economic impact Engagement metrics (attendance, media coverage, surveys)
3.7	Assist local businesses to extend operating hours across hospitality, retail, and cultural sectors to support a dynamic after-dark economy	City Economy City Planning	Ongoing	<ul style="list-style-type: none"> Number of businesses supported to extend hours New late-night offerings in hospitality and retail Positive business feedback and growth in NTE trade

PILLAR 4 HERITAGE, CULTURE AND COMMUNITY



Protect heritage assets and bring stories to life through trails, public art, sports and experiences. Engage communities to shape Liverpool's cultural narrative, fostering local pride and inclusion.

A well-rounded Visitor Economy Strategy must recognise the integral role of events, sports, food, arts, and culture in shaping Liverpool's identity, appeal, and visitor economy. These elements not only attract tourists but also enrich the lives of residents, support local businesses, and contribute to the city's long-term sustainability and vibrancy.



IMPLEMENTATION PLAN

4. Heritage, Culture and Community				
Priority	Responsibility	Timeframe	Measures	
4.1	Create engaging visitor experiences and spaces that celebrate Liverpool's rich and diverse heritage, while sharing inclusive indigenous and historical narratives that reflect the city's cultural identity	Heritage Community Development (First Nations Officer) Liverpool Powerhouse Events City Economy	Medium (2027-2028)	<ul style="list-style-type: none"> New heritage installations or interpretive spaces Visitor engagement metrics Community satisfaction with narrative representation
4.2	Enhance and promote Liverpool's natural assets through targeted investment in infrastructure, trails, and interpretive experiences	Parks Sports and Open Spaces Environment City Economy Communications City Design and Public Domain	Medium – Long (2028–2030)	<ul style="list-style-type: none"> Investment in three or more priority trail or park upgrades Launch of new nature-based visitor experiences Increase in trail usage and visitor satisfaction
4.3	Protect, preserve, and enhance Liverpool's key heritage and cultural assets.	Heritage City Design and Public Domain City Economy	Ongoing	<ul style="list-style-type: none"> Heritage register updated annually Conservation plans implemented Restored or activated heritage sites
4.4	Create a multicultural food trail that showcases the diverse culinary offerings of Liverpool's CBD	City Economy Communications Liverpool Powerhouse	Short – Medium (2026–2028)	<ul style="list-style-type: none"> Trail designed, launched and promoted Participation of at least 15 local food businesses Website traffic and visitation to trail locations
4.5	Leverage events to raise awareness of Liverpool as a visitor destination	Events City Economy Communications	Ongoing	<ul style="list-style-type: none"> Increase in regional media coverage and digital reach Visitor growth during event periods Stakeholder satisfaction and ROI from supported events Number of repeat visitors
4.6	Encourage the growth of Liverpool's arts, music, and entertainment sectors to enhance cultural vibrancy	City Economy Events Liverpool Powerhouse City Planning	Medium – Long (2028–2030)	<ul style="list-style-type: none"> Number of new arts/music activations supported Increase in cultural venue use and creative jobs Growth in after-dark cultural programming

IMPLEMENTATION PLAN CONTINUED

4. Heritage, Culture and Community (continued)				
Priority		Responsibility	Timeframe	Measures
4.7	Collaborate with local cultural, Indigenous, and community organisations to deliver regular events and festivals that reflect Liverpool's diversity	Events First Nations Liverpool Powerhouse City Economy	Ongoing	<ul style="list-style-type: none"> • Collaborative events held annually • Attendance and diversity of participants • Strength of ongoing partnerships and funding leverage
4.8	Explore opportunities to attract major sporting events and drive infrastructure investment in Liverpool	City Economy Sports Parks and Open Spaces Infrastructure Planning	Medium – Long (2028–2030)	<ul style="list-style-type: none"> • Sporting event bids submitted • Partnerships secured with peak sporting bodies • Visitor and economic impact from hosted events



PILLAR 5 ENABLING THE VISITOR ECONOMY



Unlock Liverpool's visitor potential through strategic investment and development



Deliver high-quality accommodation and infrastructure to support the development of a strong and accessible tourism industry by building on Liverpool's existing accommodation offerings and encouraging new investment in the accommodation sector to attract visitors travelling to and from WSIA to stay in Liverpool. Through the activation and celebration of the natural environment, there is the opportunity for investment in infrastructure, trails, and interpretation.

Enabling the visitor economy is a critical component of Liverpool's VES as it drives economic growth, creates employment opportunities, and enhances the overall liveability of the region. By developing a thriving tourism industry, Liverpool can capitalise on its strategic location, rich cultural heritage, and proximity to major infrastructure projects such as the WSIA. A strong visitor economy supports local businesses, fosters investment, and positions Liverpool as a premier destination for both domestic and international travellers.

IMPLEMENTATION PLAN

5. Enabling the Visitor Economy				
Priority	Responsibility	Timeframe	Measures	
5.1	Deliver high-quality infrastructure and amenities to support a resilient and accessible tourism industry	Infrastructure Environment City Economy City Design and Public Domain Parks	Medium – Long (2028–2030)	<ul style="list-style-type: none"> Completion of tourism-priority upgrades (amenities, access, transport links) Visitor satisfaction with infrastructure Increase in accessible and inclusive amenities across key visitor sites
5.2	Capitalise on the WSIA to drive investment in accommodation and visitor attractions	City Economy	Ongoing	<ul style="list-style-type: none"> Engagement with the WSIA business network Attraction of new tourism investment inquiries Airport-related tourism projects and developments initiated
5.3	Attract and facilitate investment to expand and diversify Liverpool's accommodation offerings, contributing to the NSW Government's target of 40,000 additional beds, with a focus on Greater Sydney	City Economy Development Assessment	Medium – Long (2028–2030)	<ul style="list-style-type: none"> Pipeline of new hotel/short-stay developments Additional beds in development Progress toward NSW 40,000-bed target
5.4	Develop and promote eco-tourism experiences, including birdwatching, guided nature walks, kayaking, and cultural land-based activities with First Nations partners	City Economy Community Development (First Nations Officer) Environment	Medium (2027–2028)	<ul style="list-style-type: none"> Launch of three or more eco-tourism experiences (e.g., birdwatching, bushwalks) Partnerships with Indigenous businesses Bookings and positive visitor feedback
5.5	Create a targeted campaign to position Liverpool as a leading wellness tourism destination and attract related industry investment	City Economy Communications Liverpool Innovation Precinct	Short – Medium (2026–2028)	<ul style="list-style-type: none"> Wellness tourism campaign launched Engagement with wellness operators and investors Awareness metrics and increase in wellness visitors
5.6	Establish Liverpool as a competitive destination for the Meetings, Incentives, Conferences, and Exhibitions (MICE) sector	City Economy Communications	Medium – Long (2025–2029)	<ul style="list-style-type: none"> MICE value proposition and collateral developed Increase in business event bookings Partnerships with hotels and venues established

IMPLEMENTATION PLAN

CONTINUED

5. Enabling the Visitor Economy (continued)				
Priority		Responsibility	Timeframe	Measures
5.7	Support the development of bookable, market-ready tourism products that can be distributed through key channels	City Economy	Short – Medium (2026–2028)	<ul style="list-style-type: none"> • Number of bookable products listed on ATDW and major platforms • Business support sessions delivered • Growth in bookings through digital distribution channels
5.8	Plan and deliver infrastructure upgrades at Georges River and Chipping Norton Lakes, including improved public amenities, accessible pathways, jetties, recreational facilities, and enhanced lighting to support activation and tourism	Infrastructure Planning and Delivery City Economy Transport & Access	Medium – Long (2028–2030)	<ul style="list-style-type: none"> • Completion of priority infrastructure projects • Kilometres of upgraded or new pathways constructed • New public amenities and facilities delivered • Increased active transport and recreation usage



PILLAR 6 INDUSTRY COLLABORATION



Foster partnerships with businesses, tourism operators, cultural organisations, developers, and State and Federal Governments to co-create new experiences, invest in capacity-building, and ensure Liverpool’s tourism offering is dynamic, inclusive, and ready for growth.

Industry collaboration is crucial for developing a successful Visitor Economy Strategy for Liverpool, as it enables the collective effort of various stakeholders to drive growth, innovation, and sustainability within the tourism sector.

When stakeholders, such as tourism operators, local businesses, government, and community groups, work together, they can leverage shared knowledge, resources, and networks to create a more vibrant, cohesive, and competitive visitor economy.



IMPLEMENTATION PLAN

6. Industry Collaboration				
Priority		Responsibility	Timeframe	Measures
6.1	Host two annual tourism industry events to strengthen collaboration and build a cohesive visitor economy network	City Economy Communications Events	Ongoing (start 2026)	<ul style="list-style-type: none"> Two events delivered annually (e.g., forum, networking expo) Attendance of 50+ industry representatives per event Positive post-event feedback and increased collaboration
6.2	Partner with the tourism sector to deliver programs that support skills development and foster industry partnerships	City Economy	Medium (2027-2028)	<ul style="list-style-type: none"> Co-designed programs delivered with tourism stakeholders Participant satisfaction and reported outcomes Increase in business-to-business partnerships
6.3	Strengthen ties with neighbouring councils, WSIA, and Destination NSW to support regional visitor economy initiatives	City Economy Communications	Ongoing	<ul style="list-style-type: none"> Number of joint initiatives or co-marketing campaigns Formalised partnerships or MoUs Attendance at regional tourism planning forums
6.4	Collaborate with Destination NSW to implement training programs tailored for tourism operators	City Economy	Short – Medium (2026-2028)	<ul style="list-style-type: none"> At least two DNSW-led workshops hosted locally Operator participation numbers Increase in ATDW listings and quality of product offerings
6.5	Design and implement a professional development program to boost operator capabilities in marketing, customer service, and business growth	City Economy	Medium (2027-2028)	<ul style="list-style-type: none"> Program launched with marketing, customer service, and growth modules Participant enrolment and completion rates Improved operator capability (tracked via follow-up surveys)

MONITORING AND REPORTING

6

The VES will be the responsibility of the City Economy Unit.

The priorities of the VES will be monitored by key internal stakeholders across Council directorates. The outcomes from the VES will be reported to the Tourism and CBD Committee on twice a year. This committee includes external stakeholders from community groups, NGOs and businesses which will assist in exploring further opportunities to build the visitor economy. The benefits sustained from the VES will be measured.

EVALUATION AND REVIEW

This VES will be reviewed every new term of Council. The review should include the following:

- a. Council's ongoing commitment to the purpose and objectives of the VES
- b. Mechanisms to collect feedback on Council's activities in growing the visitor economy
- c. Whether the manner in which Council manages this plan, and related activities is professional, transparent and accountable
- d. Whether conflicts of interest are identified and activities terminated should a conflict of interest arise that cannot be resolved; and
- e. Determine next steps through the development of an action plan for the following two years.

APPENDIX 1

LIVERPOOL BASELINE VISITOR FIGURES
LUCID ECONOMICS



Liverpool Baseline Visitor Figures 2025

Prepared for

Liverpool City Council

June 2025



Lucid

/'lu:sid/

adjective

1. expressed clearly; easy to understand

2. bright or luminous



Document Control

Job Name: LIVERPOOL Visitor Analysis 2025

Client: Liverpool City Council

Client Contact: Jessica Walters

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Version	Date	Authorisation
Draft v1	15/4/2025	MC
Draft v2	23/4/2025	MC
Final Draft	21/5/25	MC
Final	4/6/25	MC

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Acknowledgement of Country

Lucid Economics acknowledges the Traditional Custodians and Elders of Country throughout Australia, and their connection to land, sea and community. We pay our respects to Aboriginal and Torres Strait Islander Elders past, present and emerging.

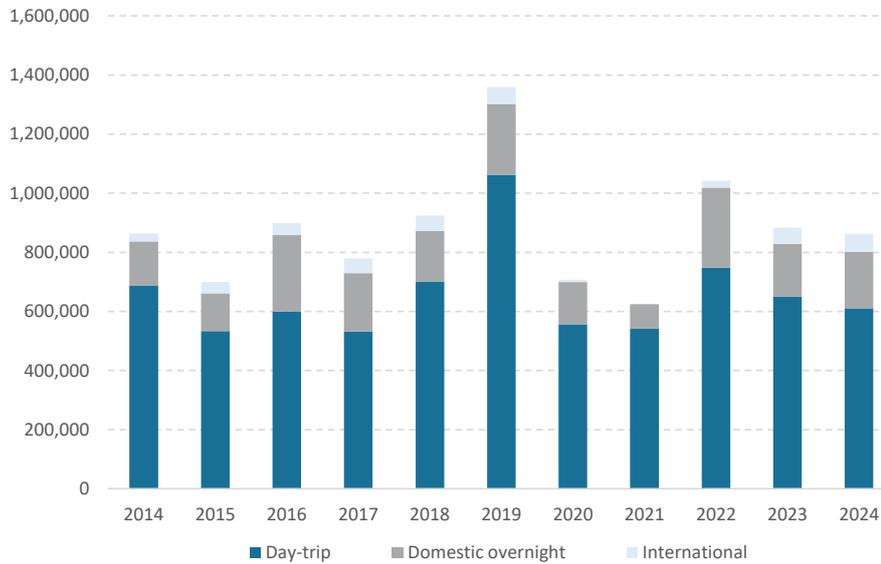
Executive Summary

Lucid Economics Pty Ltd (Lucid Economics) has been engaged by Liverpool City Council to provide a baseline assessment of visitation to the local government area to inform the update to the Destination Management Plan (DMP), which was adopted in 2019.

The COVID-19 pandemic significantly disrupted visitor market, including restrictions on the movement of residents (e.g. lockdowns), interstate border closures and the closure of the Australian border to international visitors.

In 2024, there were 862,500 visitors to Liverpool, a marginal reduction of visitors compared to 2018, when the DMP was created. While domestic overnight and international visitors have returned to a certain extent, day trip visitors have declined, which may be linked to significant increases in interest rates, a cost of living crisis and the erosion of disposable incomes that enable travel. While visitors have declined since 2018, visitor nights have grown by 75%, which is almost entirely driven by the significant, post-COVID rebound in international visitors.

Figure E.1 Visitors by Type, Liverpool



Source: TRA (2025).

In 2024, visitation returned to ‘normal’ in many respects. For example, the visitor market remains dominated by day-trip visitors (71% of total visitors). The majority of visitors are from other parts of Sydney, however, most domestic visitors are from other parts of New South Wales and other States. Visiting friends and relatives (VFR) is the most dominant market segment (42% of total visitors) and business travellers, medical visitors and international students also continue to make important contributions.



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Key differences since 2018 include:

- Day trip visitors have fallen from 76% of total visitors in 2018 to 71% in 2024, which a corresponding increase in the proportion of domestic overnight and international visitors
- While VFR has remained the dominant visitor market segment, business visitors and those visiting for other purposes (mostly medical and some education) have increased their share, which has resulted in a decreased share of leisure visitors
- In terms of international visitors, Chinese visitors had been growing strongly in 2018 but have since reduced their numbers significantly. At the same time, Indian visitors have grown strongly and recently to now represent the third largest share of visitors and make up the largest share of visitor nights
- Individual visitor yield (e.g. \$/visitor) has increased significantly for all visitor types with total yield increasing from \$392/visitor in 2018 to \$724/visitor in 2024:
 - Increased yield has been observed in many markets and a variety of surveys have suggested that the increase in yield is likely largely driven by operators increasing their prices to account for increases in business operational costs
- On a per night yield basis (e.g. \$/visitor night), increases have been much smaller, growing from \$175/visitor night in 2018 to \$185/visitor night in 2024. The significant growth in visitor yield is largely due to an increase in length of stay.

By 2035, Liverpool is projected to host 1.46 million visitors and 4.77 million visitor nights. Total visitors are expected to increase by almost 600,000 and visitor nights are expected to grow by almost 2 million. Visitor expenditure is expected to exceed \$1 billion. The additional \$430 million in visitor expenditure will support over 1,700 new jobs in the local economy.

Figure E.2 Visitor Economy Projections, Liverpool



Source: TRA (2025).

This increase in visitation could drive growth in visitor expenditure from \$624 million in 2024 to \$920 million in 2029, an increase of almost \$300 million and or 50%. This level of expenditure would support almost 3,100 jobs in the area.



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1. Introduction

Lucid Economics Pty Ltd (Lucid Economics) has been engaged by Liverpool City Council to provide an updated assessment of visitation to the local government area.

The City of Liverpool (Liverpool) is a growing city in Western Sydney with a population of 255,000 people and the City will continue to play a key role as service centre for the broader community.

While Liverpool is not a typical leisure tourism destination, the City receives a large number of visitors and the visitor economy currently makes an important contribution to the City. Council is in the process of updating its Destination Management Plan (DMP) and this analysis will inform this process.

Growing Liverpool's visitor economy is part of Council's broader vision to stimulate the local economy through the injection of new spending, creation of employment opportunities and increased demand for local goods and services. According to the current DMP, a strong visitor economy will showcase and celebrate the city's assets – its people and lifestyle, rich cultural diversity, heritage, natural assets and events.

This assessment considers the following geographic areas, including:

- Liverpool City Council
- Western Sydney (as defined as the LGAs of Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly)
- Sydney Tourism Region (as defined by Tourism Research Australia and Destination NSW)

The assessment utilises the most recent data and information available from Tourism Research Australia's National and International Visitor Survey (**year ending December 2024**). For a further description of the methodology for this assessment, please refer to **Appendix A**.

This assessment uses the following definitions:

- **Day-trip Visitor:** Day visitors are those who travel for a round trip distance of at least 50 kilometres, are away from home for at least four hours and do not spend a night away from home. Same day travel as part of overnight travel is excluded, as is routine travel such as commuting between work/school and home.
- **Overnight Visitor:** Overnight travel involves a stay away from home of at least one night, at a place at least 40 kilometres from home. Overnight visitors are separated into domestic and international.
- **International Visitor:** International visitors are short-term international travellers aged 15 years and over who have been visiting Australia (for a period of less than 1 year).

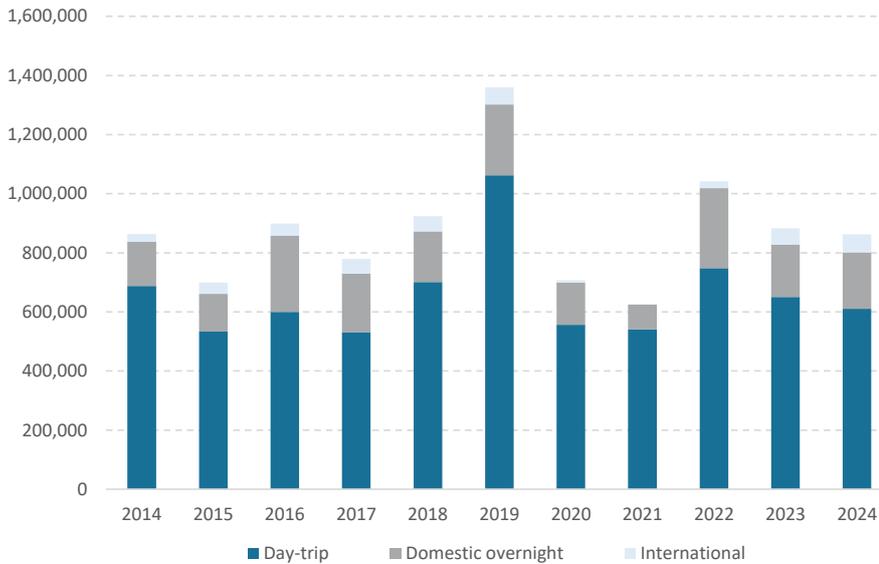
Detailed visitor information is contained in **Appendix B**.

2. Visitation to Liverpool

2.1 Visitation by Type

- While below the peak of visitation in 2019, visitation has stabilised in line with historical norms.
- Liverpool has traditionally been dominated by day-trip visitors (75% of total).
- While smaller, domestic overnight visitors (20%) and international visitors (4%) make an important contribution due to the elevated levels of expenditure associated with these visitor groups relative to day-trip visitors.
- In 2024, international visitors exceeded pre-COVID levels, which is an encouraging sign
- In terms of visitor nights, international visitors make up 70% of the total.
- While the proportion of overnight visitors to Liverpool is slightly larger than the broader Western Sydney region, it is substantially lower than the proportion of overnight visitors to the broader Sydney region.
- However, visitation to Liverpool is a small fraction of overall visitation to Western Sydney (10%) and Sydney (3%).

Figure 2.1 Visitors by Type, Liverpool

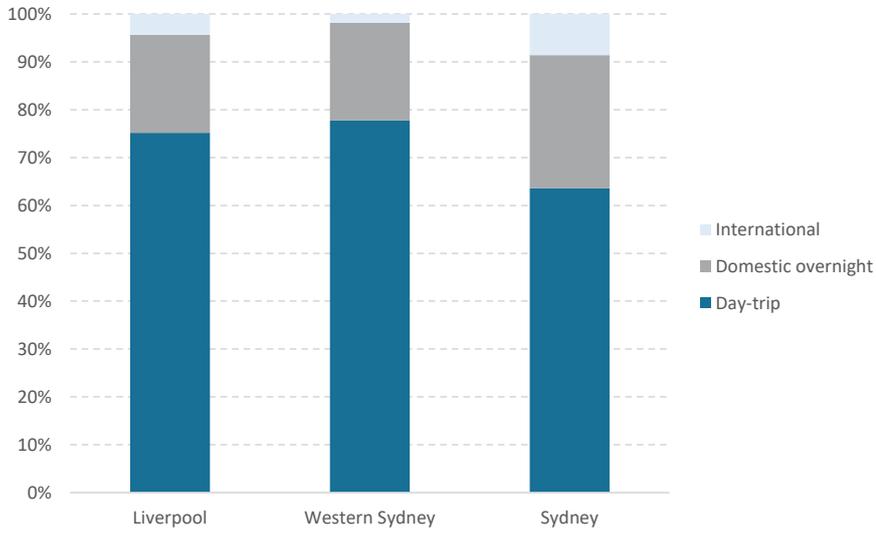


Source: TRA (2025).



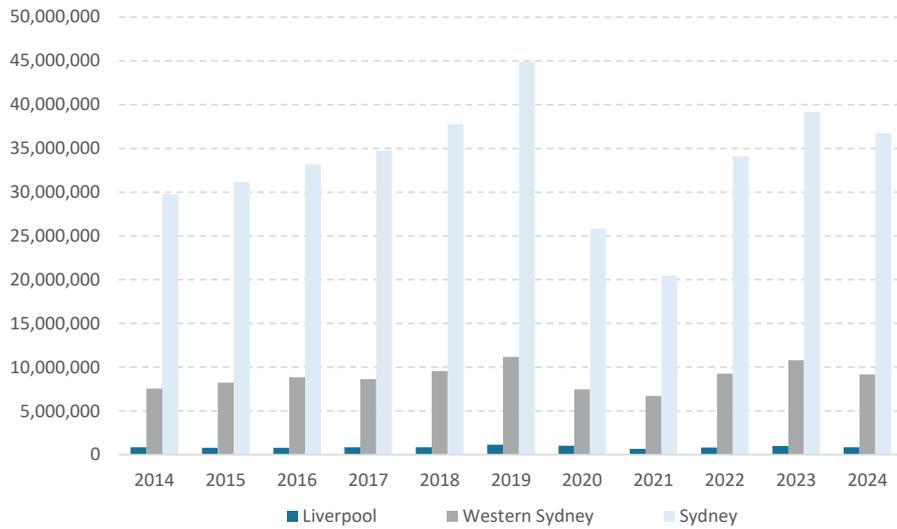
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Figure 2.2 Proportion of Visitors by Type



Note: 14-year averages (2011-2024).
Source: TRA (2025).

Figure 2.3 Total Visitors by Region

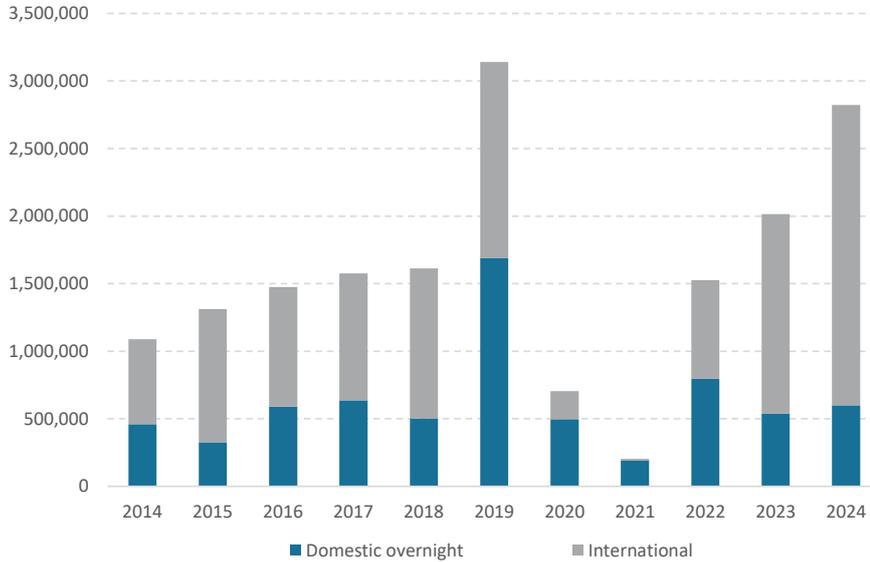


Source: TRA (2025).



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Figure 2.4 Visitor Nights by Type, Liverpool

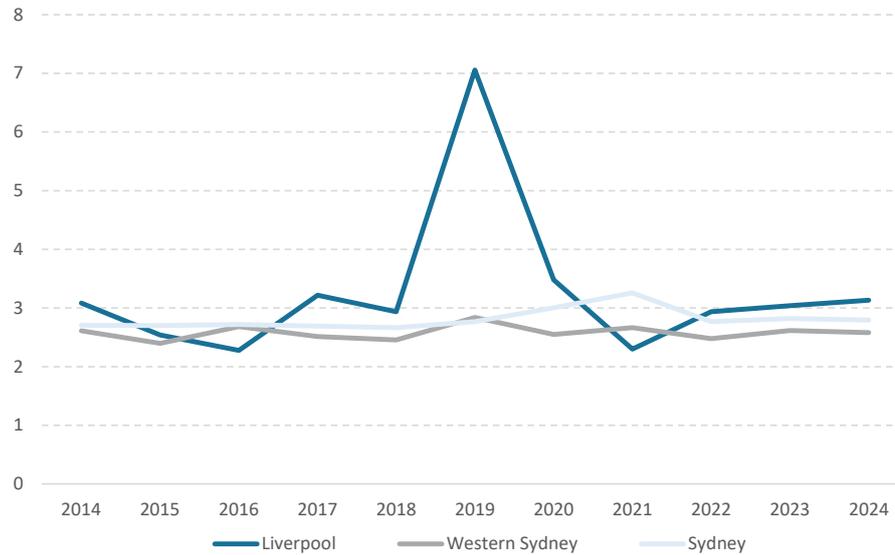


Source: TRA (2025).

2.2 Length of Stay

- The average length of stay to Liverpool has generally been marginally higher for both domestic and international visitors than the Western Sydney and Sydney averages over the last three years, which is likely due to the higher proportion of visiting friends and relatives (VFR) visitors to Liverpool.

Figure 2.5 Domestic Overnight Visitor Average Length of Stay by Region

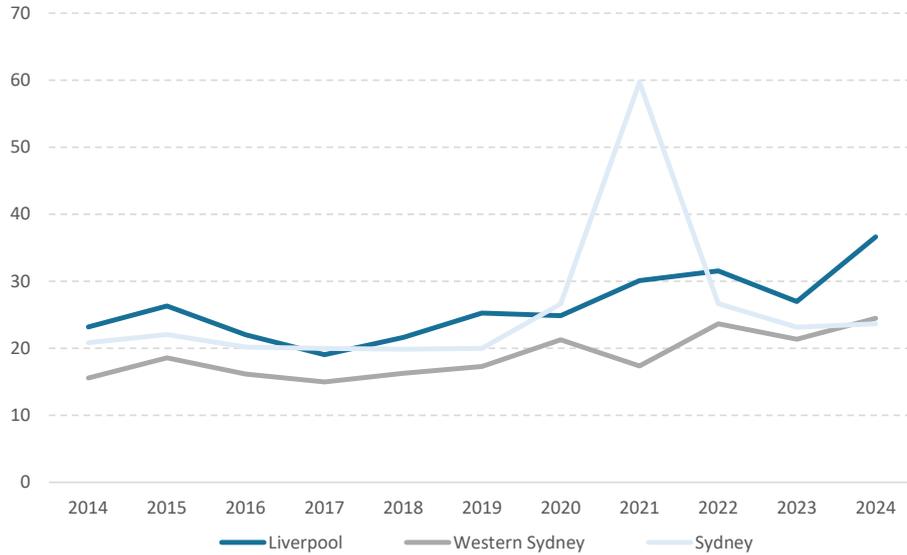


Source: TRA (2025).



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Figure 2.6 International Visitor Average Length of Stay by Region



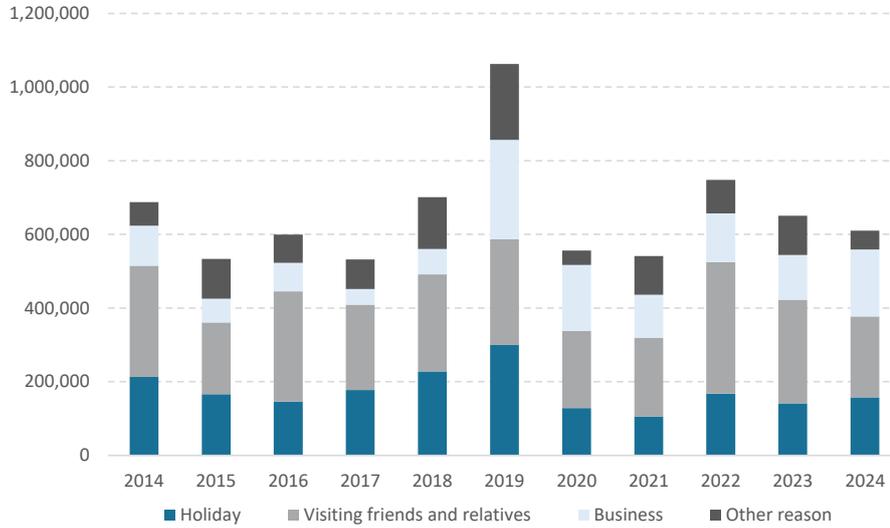
Source: TRA (2025).

2.3 Visitation by Purpose of Visit

- Visitation to Liverpool is primarily for the purpose of ‘visiting friends and relatives’ (VFR) for all visitor types, however ‘business’ visitors have trended higher in recent years.
- The growth in business visitors is largely responsible for the significant increase in visitors in 2019, which is likely due to the construction and planning for the Western Sydney Airport as well as the significant industrial base in Liverpool. Day trip business visitors saw more than a threefold increase in 2019.
- Liverpool has a much lower proportion of ‘holiday’ visitors across all visitor types than the Western Sydney and Sydney averages.
- Visitors to Liverpool for ‘medical reasons’ and ‘education’ had trended higher prior to the pandemic, reflecting the strength of the Liverpool Hospital and the three universities based in Liverpool’s CBD. However, momentum has eased in recent years.
- Relative to Western Sydney and Sydney, Liverpool receives a much higher proportion of ‘medical’ visitors and while the totals are small relative to total visitors, the data demonstrates the economic value of the hospital for the visitor economy locally.

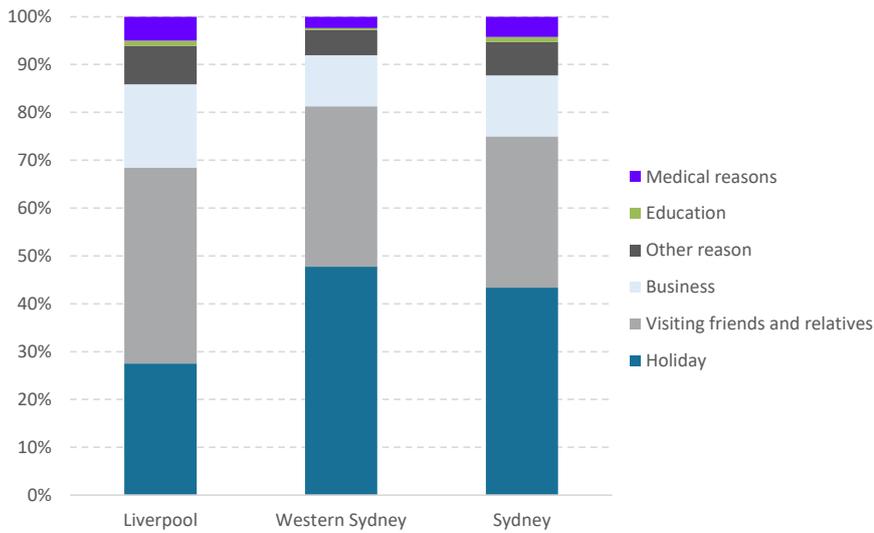
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Figure 2.7 Day-Trip Visitors by Purpose of Visit, Liverpool



Source: TRA (2025).

Figure 2.8 Proportion of Day-Trip Visitors by Purpose of Visit

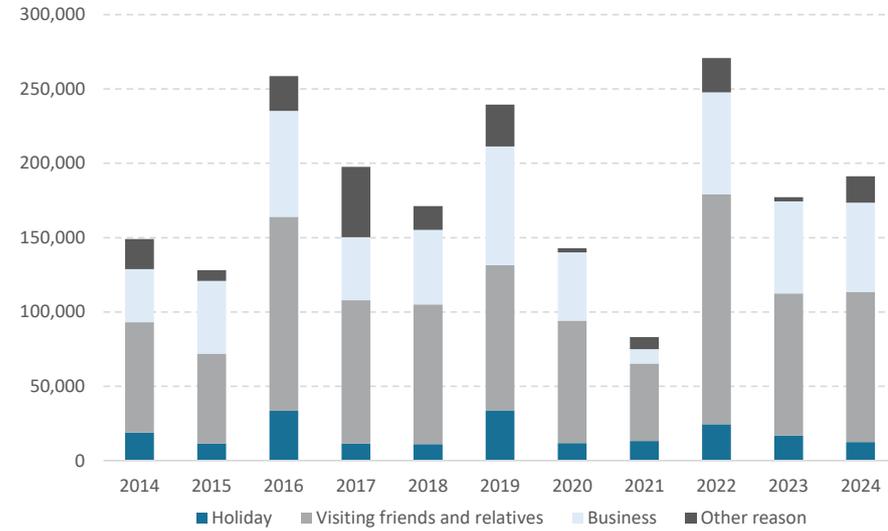


Note: 14-year averages (2011-2024).
Source: TRA (2025).



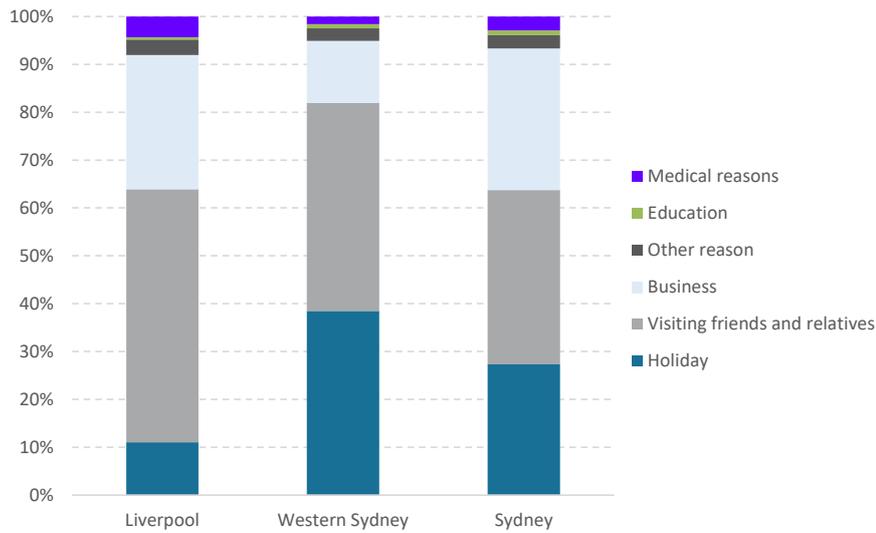
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Figure 2.9 Domestic Overnight Visitors by Purpose of Visit, Liverpool



Source: TRA (2025).

Figure 2.10 Proportion of Domestic Overnight Visitors by Purpose of Visit

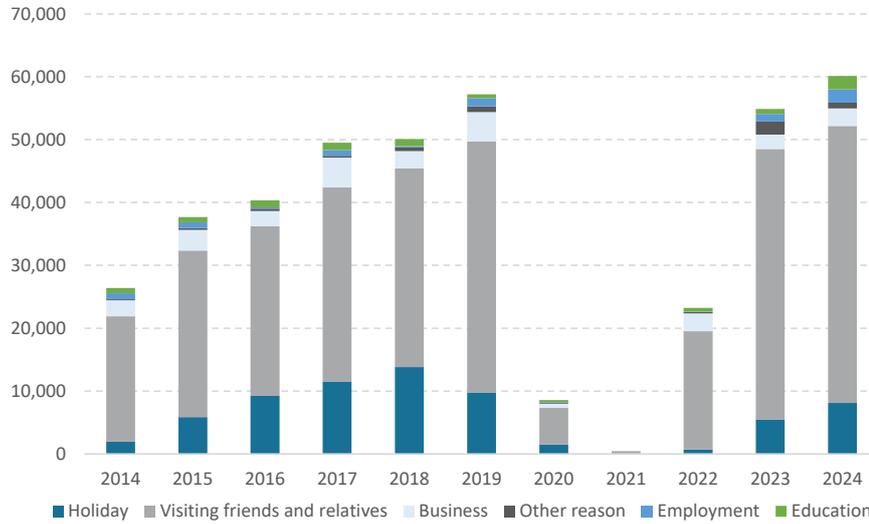


Note: 14-year averages (2011-2024).

Source: TRA (2025).

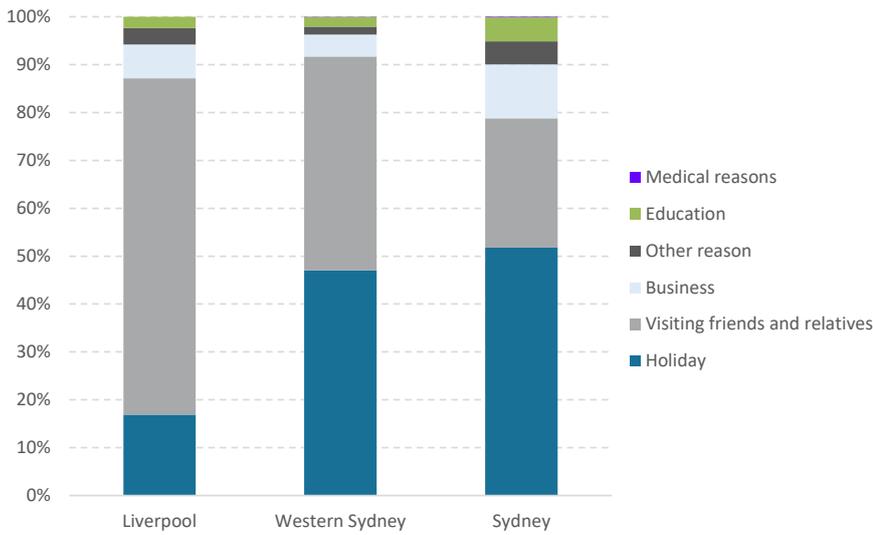
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Figure 2.11 International Visitors by Purpose of Visit, Liverpool



Source: TRA (2025).

Figure 2.12 Proportion of International Visitors by Purpose of Visit



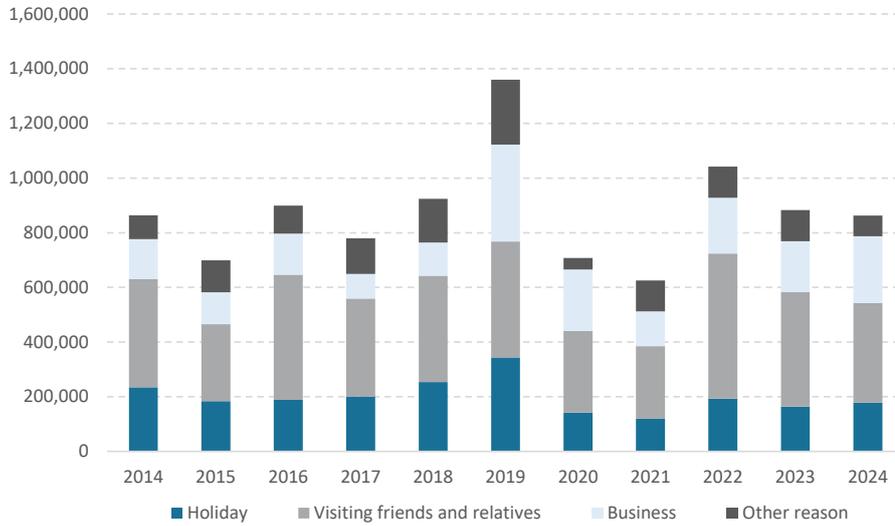
Note: 14-year averages (2011-2024).

Source: TRA (2025).



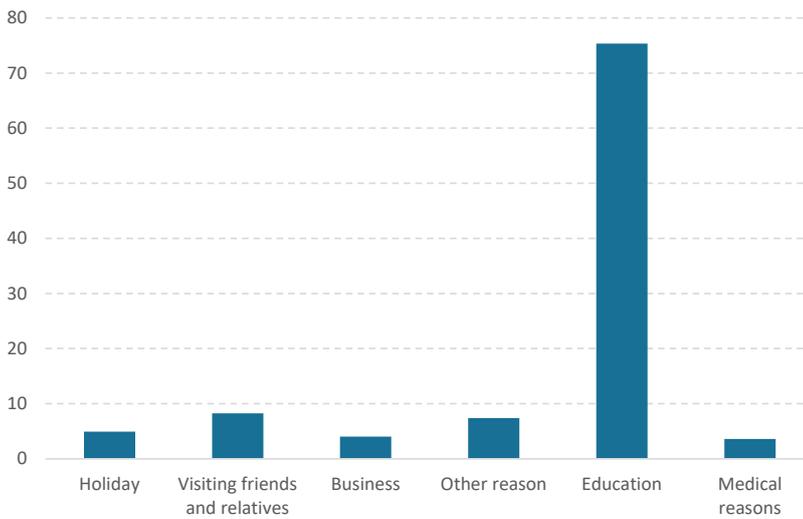
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Figure 2.13 Total Visitors by Purpose of Visit, Liverpool



Source: TRA (2025).

Figure 2.14 Average Length of Stay by Purpose of Visit, Liverpool



Note: 11-year average (2014-2024).

Source: TRA (2025).



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2.3.1 Event Visitation

Events play an important role in the visitor economy in Liverpool. Table 2.1 shows major events in Liverpool that generated total attendance over 540,200 and visitation of 196,150. These visitors injected an estimated \$10.3 million into the local economy. These events generated the equivalent of 23% of total visitation to Liverpool and 2% of visitor expenditure.

Table 2.1. Events, Visitation and Expenditure, Liverpool

Event	Date	Attendance	Average Spend per Visitor (\$)	Total Expenditure (\$)	% Locals	Visitors	Visitor Expenditure (\$)
Winter Blast @ Casula	12/13/14 July 2024	16,000	\$0.00	\$0	80%	3,200	\$0
EuroFest	2/3/4 August 2024	37,000	\$30.00	\$1,110,000	80%	7,400	\$222,000
Pairs 2024 LIVE	9/10/11 August 2024	15,000	\$30.00	\$450,000	80%	3,000	\$90,000
Arabian Nights	16/17/18 August 2024	33,000	\$30.00	\$990,000	80%	6,600	\$198,000
BlakFire Festival	23/24/25 August 2024	19,000	\$30.00	\$570,000	80%	3,800	\$114,000
Southwest Sessions	30/31 August/ 1 September 2024	50,000	\$37.00	\$1,850,000	70%	15,000	\$555,000
Starry Sari Nights	6/7/8 September 2024	30,000	\$35.00	\$1,050,000	70%	9,000	\$315,000
Primavera	25/26/27 October 2024	35,000	\$32.50	\$1,137,500	70%	10,500	\$341,250
Pasifika Summer	15/16/17 November 2024	42,000	\$70.00	\$2,940,000	60%	16,800	\$1,176,000
Christmas in the Mall	29/30 Nov, 1 Dec 2024	10,000	\$50.00	\$500,000	70%	3,000	\$150,000
New Years Eve	31 December 2025	20,000	\$75.20	\$1,504,000	60%	8,000	\$601,600
Australia Day	26 January 2025	6,500	\$71.00	\$461,500	60%	2,600	\$184,600
Lanterns & Lights	7/8/9 February 2025	47,000	\$51.00	\$2,397,000	60%	18,800	\$958,800
Most Blessed Nights	27/28 February 2025	30,000	\$49.00	\$1,470,000	50%	15,000	\$735,000
	1/2 March 2025						
	6/7/8/9 March 2025	38,900	\$67.00	\$2,606,300	50%	19,450	\$1,303,150
	13/14/15/16 March 2025	30,000	\$46.00	\$1,380,000	50%	15,000	\$690,000
	20/21/22/23 March 2025	32,000	\$59.00	\$1,888,000	50%	16,000	\$944,000
	17/18/19/20 April 2025	30,800	\$77.30	\$2,380,840	50%	15,400	\$1,190,420
Motherland	11/12/13 April 2025	19,000	\$64.00	\$1,216,000	60%	7,600	\$486,400
Total		541,200		\$25,901,140		196,150	\$10,255,220

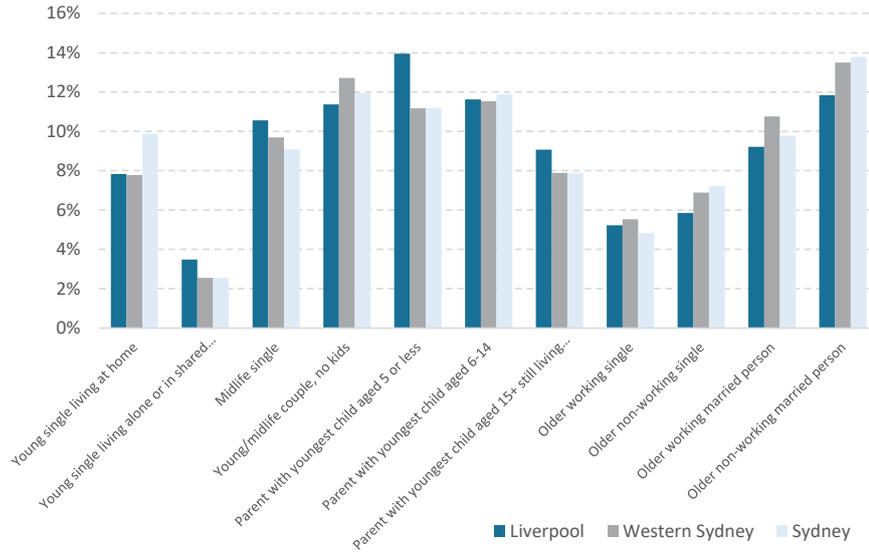
Source: Liverpool City Council (2025)

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2.4 Visitation by Life Cycle Group

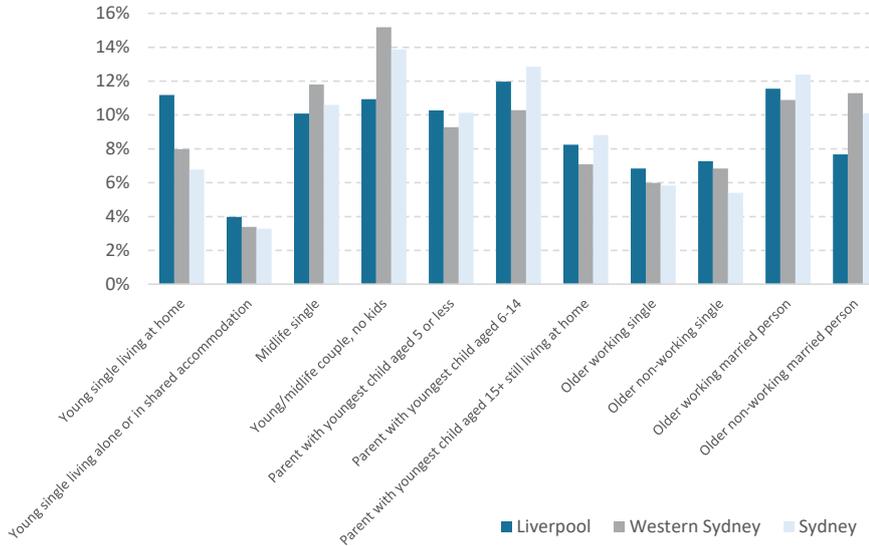
- Liverpool receives a balance of visitors across various life cycle categories.
- The greatest proportions are from the ‘parent with youngest child aged 5 or less’ and ‘older non-working married person’.

Figure 2.15 Proportion of Day-Trip Visitors by Lifecycle Group



Note: 9-year average (2016-2024). Lifecycle data not available 2013-2015.
Source: TRA (2025).

Figure 2.16 Proportion of Domestic Overnight Visitors by Lifecycle Group

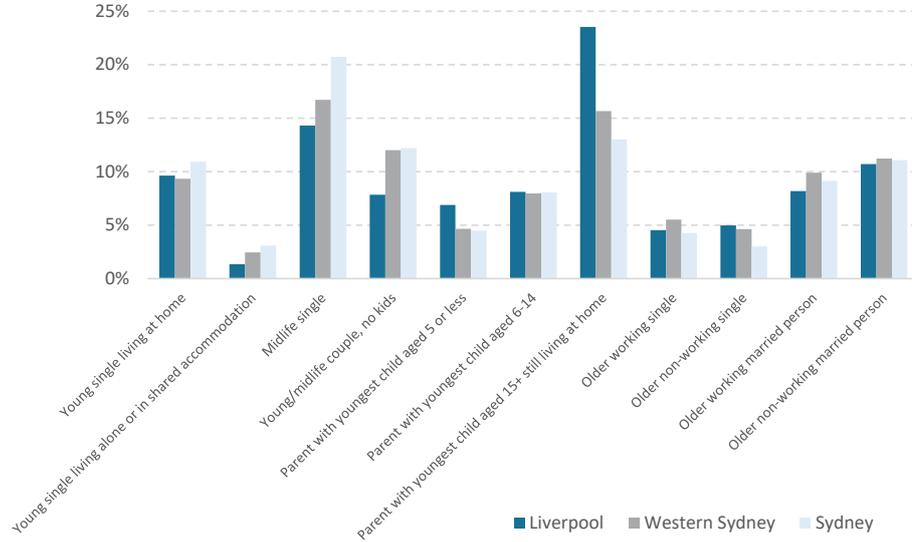


Note: 9-year average (2016-2024). Life cycle data not available 2013-2015.
Source: TRA (2025).



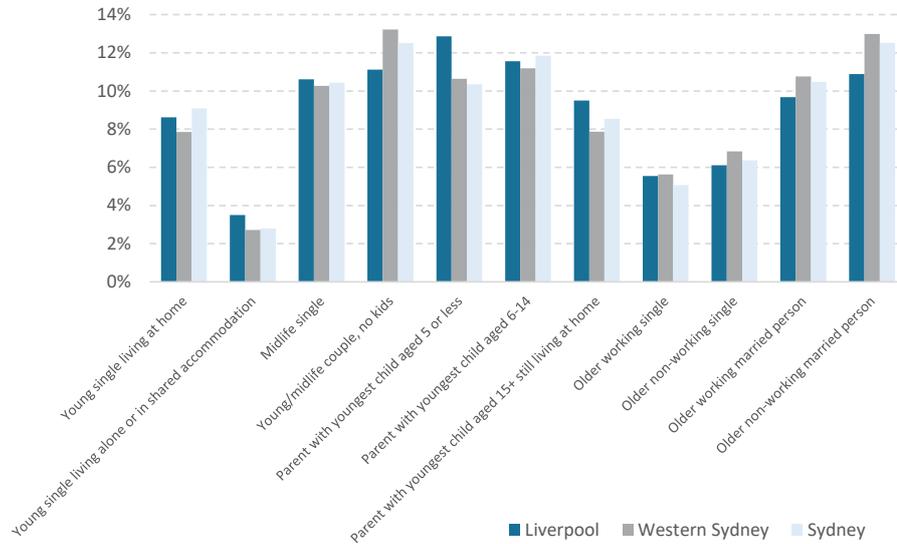
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Figure 2.17 Proportion of International Visitors by Lifecycle Group



Note: 9-year average (2016-2024).
Source: TRA (2025).

Figure 2.18 Proportion of Total Visitors by Lifecycle Group

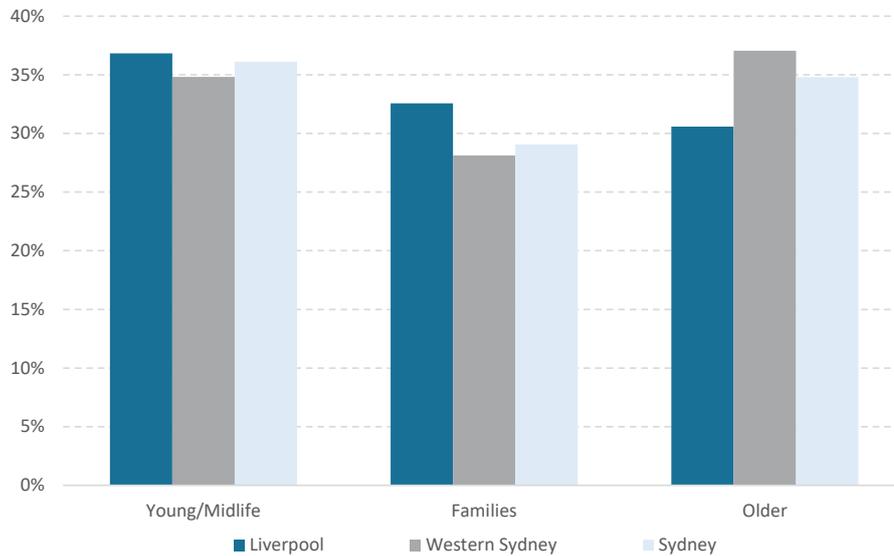


Note: 9-year average (2016-2024).
Source: TRA (2025).



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Figure 2.19 Proportion of Total Visitors by Lifecycle Group



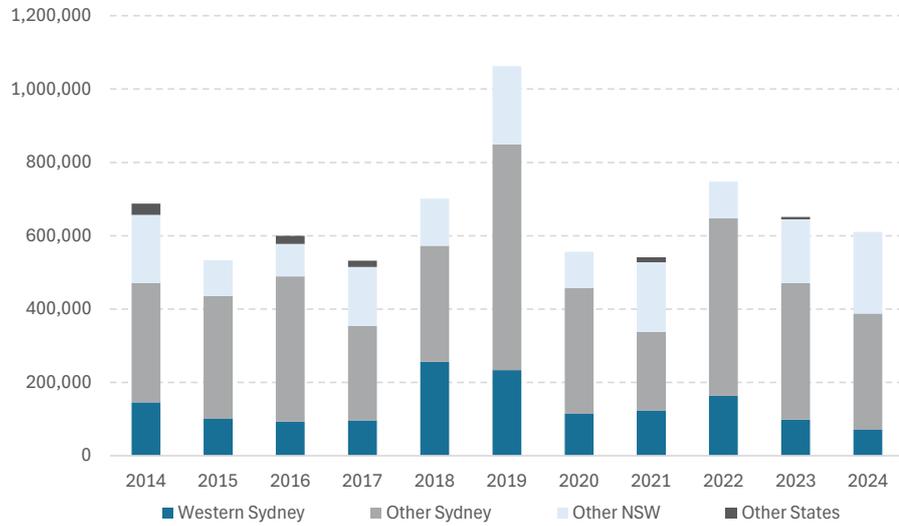
Note: 9-year average (2016-2024).
Source: TRA (2025).

2.5 Visitation by Source Market

- Data shows that day-trip visitors to Liverpool are predominantly from 'Other Sydney'.
- Domestic overnight visitation to Liverpool is dominated by visitors from outside of Sydney.
- Liverpool is slightly less reliant on visitors from Sydney than Western Sydney is, but far more reliant than the Sydney average.
- Liverpool's key international visitor markets include New Zealand and Fiji, contributing about half of all international visitors. China was a strong market prior to the pandemic, although numbers have dwindled in the post-COVID period.
- There has been a significant and recent increase in visitors from India, now contributing 8% of total visitors and 27% of visitor nights (the highest), which would indicate this cohort is mostly international students.

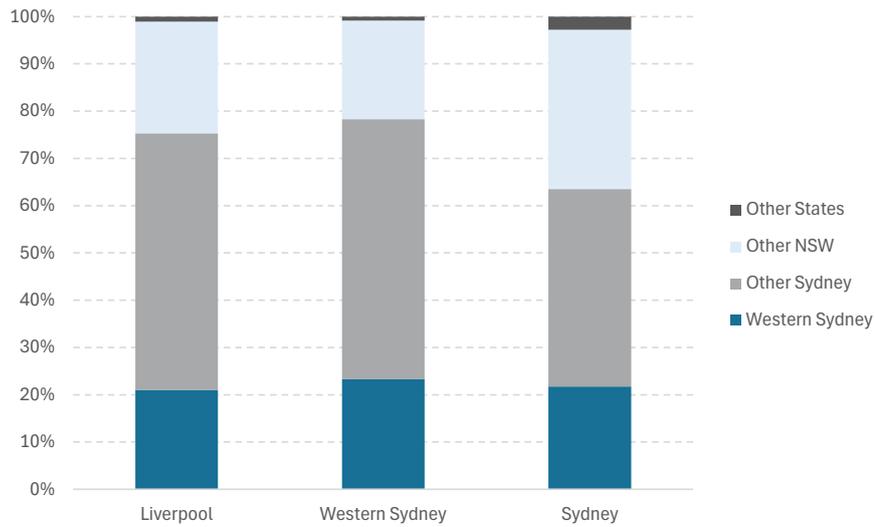
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Figure 2.20 Day-Trip Visitors by Source Market, Liverpool



Source: TRA (2025).

Figure 2.21 Proportion of Day-Trip Visitors by Source Market



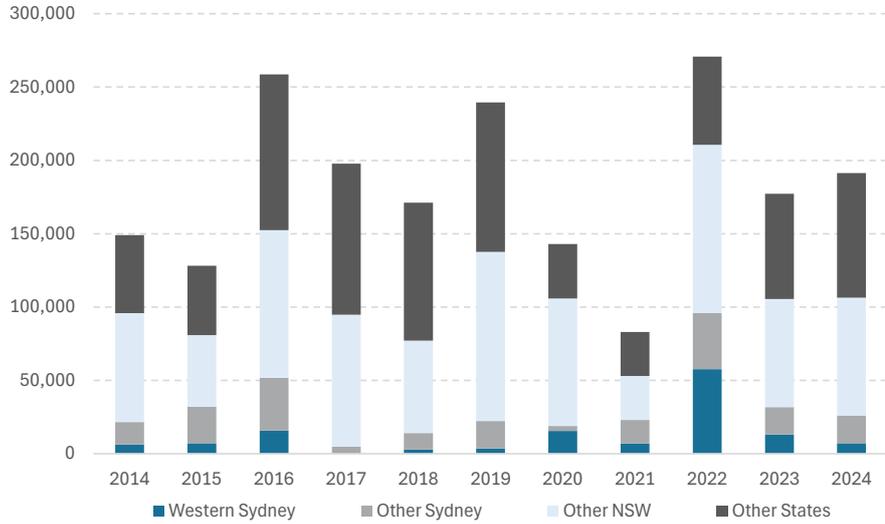
Note: 16-year averages (2009-2024).

Source: TRA (2025).



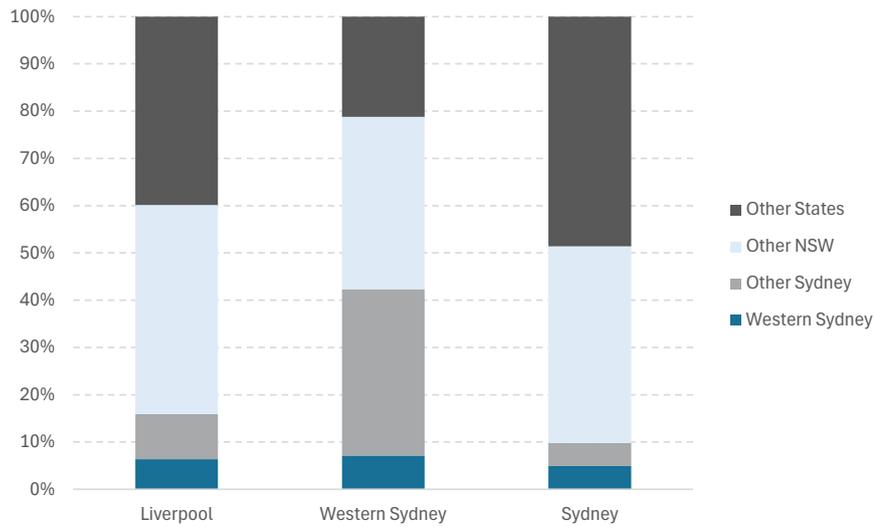
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Figure 2.22 Domestic Overnight Visitors by Source Market, Liverpool



Source: TRA (2025).

Figure 2.23 Proportion of Domestic Overnight Visitors by Source Market

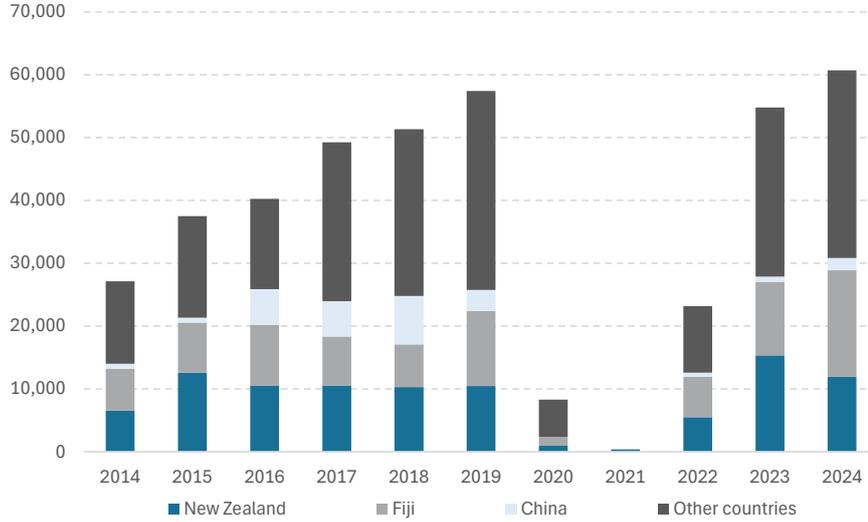


Note: 16-year averages (2009-2024).
Source: TRA (2025).



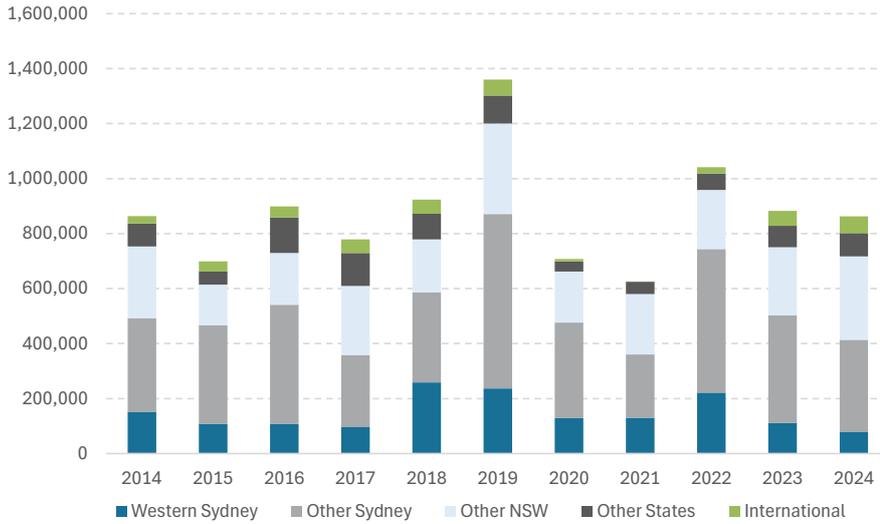
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Figure 2.24 International Visitors by Source Market, Liverpool



Source: TRA (2025).

Figure 2.25 Total Visitors by Source Market, Liverpool

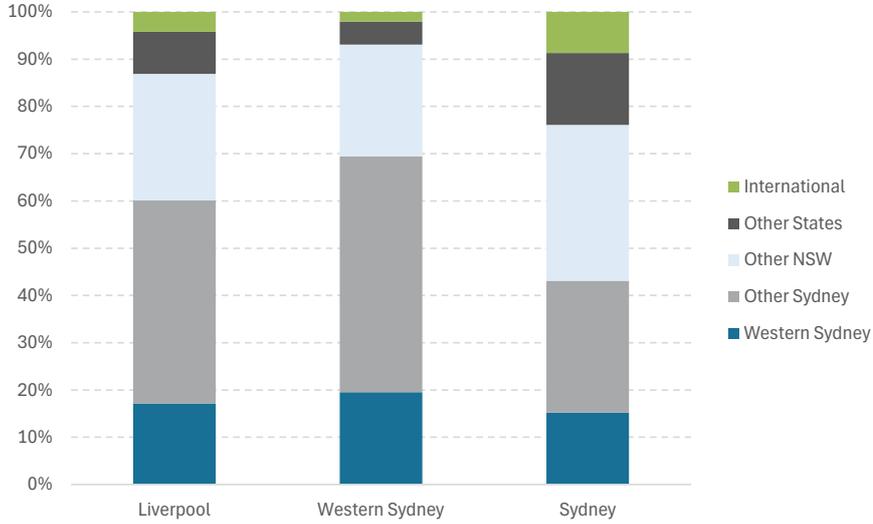


Source: TRA (2025).



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Figure 2.26 Proportion of Total Visitors by Source Market



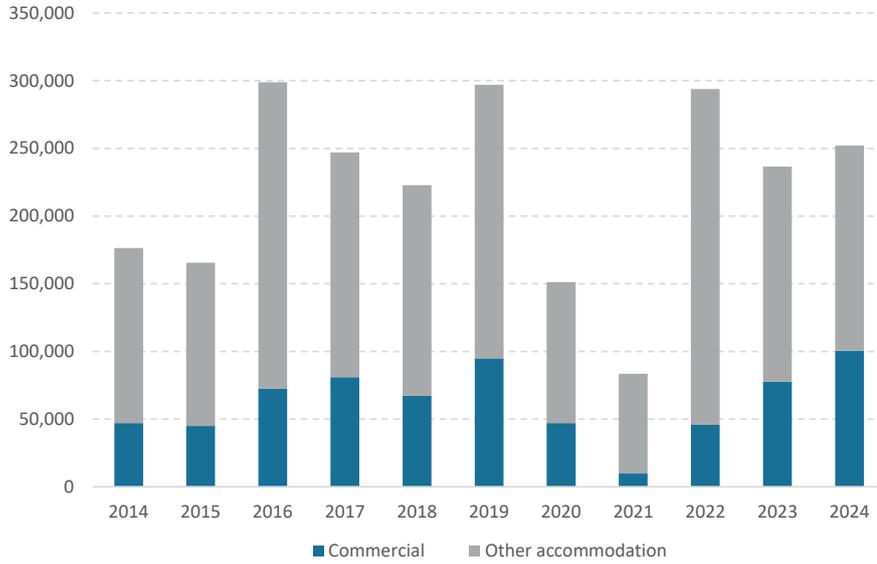
Note: 16-year averages (2009-2024).
Source: TRA (2025).

2.6 Visitation by Accommodation Type

- Liverpool has a significantly lower proportion of visitors staying in commercial accommodation than the Western Sydney and Sydney averages.
- This is likely driven by the high proportion of visitors to Liverpool being for the purpose of ‘visiting friends and relatives’ (who are more likely to find alternative, non-commercial accommodation) and the comparatively low proportion of ‘holiday’ visitors.
- Despite these trends, visitor nights in commercial accommodation in Liverpool looks to have fully recovered to pre-pandemic levels.

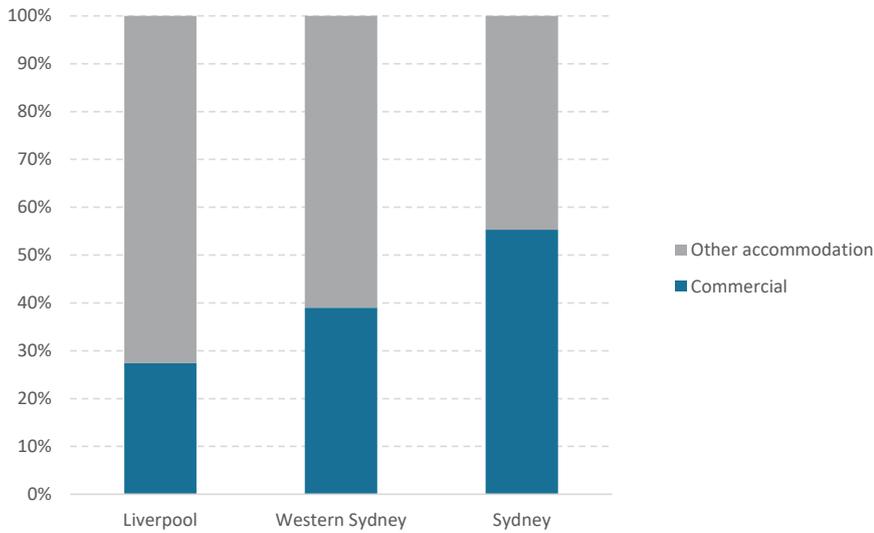
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Figure 2.27 Total Visitors by Accommodation Type, Liverpool



Source: TRA (2025).

Figure 2.28 Proportion of Total Visitors by Accommodation Type



Note: 14-year averages (2011-2024).

Source: TRA (2025).

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2.7 Visitor Activities¹

- Key visitor activities undertaken in Liverpool across the domestic visitor types include:
 - Visiting friends and relatives.
 - Eat out / dine at a restaurant and / or café.
 - Going shopping for pleasure.
 - Sightseeing / looking around.
 - Pubs, clubs, discos etc.
 - Picnics or BBQs.
- However, international visitors are more likely than domestic visitors to nature and cultural activities including:
 - Visit national parks / state parks.
 - Visit wildlife parks / zoos / aquariums.
 - Visit history / heritage buildings, sites or monuments.
 - Visit botanical or other public gardens.
 - Visit museums or art galleries.

Table 2.2 Top 20 Visitor Activities by Visitor Type, Liverpool

Day-trip		Domestic overnight		International	
Activity	%	Activity	%	Activity	%
Visit friends & relatives	42.7	Visit friends & relatives	55.6	Eat out / dine at a restaurant and/or cafe	76.8
Eat out / dine at a restaurant and/or cafe	28.2	Eat out / dine at a restaurant and/or cafe	43.3	Go shopping for pleasure	68.9
None of these	25.6	None of these	21.0	Sightseeing/looking around	58.0
Go shopping for pleasure	13.9	Go shopping for pleasure	18.8	Go to the beach	44.6
Sightseeing/looking around	4.0	Pubs, clubs, discos etc	10.8	Go to markets	36.8
Pubs, clubs, discos etc	3.7	Sightseeing/looking around	10.2	Visit national parks / state parks	32.7
Attend an organised sporting event	3.0	Go to the beach	3.9	Visit wildlife parks / zoos / aquariums	25.4
Picnics or BBQs	2.5	Exercise, gym or swimming	3.6	Pubs, clubs, discos etc	25.0
Play other sports	2.2	Visit national parks / state parks	3.6	Visit history / heritage buildings, sites or monuments	24.5
Golf	1.8	Bushwalking / rainforest walks	3.5	Visit botanical or other public gardens	23.6
Visit national parks / state parks	1.7	Attend movies/cinema	3.1	Charter boat / cruise / ferry	19.2
Exercise, gym or swimming	1.5	Visit museums or art galleries	3.0	Visit museums or art galleries	17.9
Other outdoor activities nfd	1.5	Picnics or BBQs	3.0	Bushwalking / rainforest walks	14.0
Not asked	1.3	Go on a daytrip to another place	2.9	Attend Movies/Cinema (2007 onwards)	13.7
Cycling	1.2	Go to markets	2.8	Visit casinos	10.2
Attend movies/cinema	1.1	Play other sports	2.4	Attend festivals / fairs or cultural events	9.8
Visit botanical or other public gardens	1.0	Attend an organised sporting event	2.1	Visit farms	8.0
Go to markets	1.0	Visit botanical or other public gardens	2.0	Visit amusements / theme parks	7.8
Attend festivals / fairs or cultural events	0.9	Visit history / heritage buildings, sites or monuments	2.0	Attend theatre, concerts or other performing arts	6.3
Attend theatre, concerts or other performing arts	0.8	Visit amusements / theme parks	1.9	Go whale or dolphin watching	4.3

Note: 14-year average (2011-2024). Activities are trip based, so the above activities may not take place in Liverpool.
Source: TRA (2025).

¹ Please note that visitor activities are 'trip based', meaning that the activities are related to a visitor's entire trip, which may include additional destinations.

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As highlighted in the table above (Table 2.2), ‘none of these’ appears relatively high on the list of activities for day trip and domestic overnight visitors. This result would indicate a shortage of visitor experiences and activities.

3. Economic Contribution of Tourism

3.1 Methodology & Assumptions

This assessment uses the Regional Tourism Satellite Accounts (TRA, 2024) in order to estimate the economic contribution from tourism to the Liverpool economy. An estimate of visitor expenditure is required to drive this analysis. The most recent (year ending December 2024) visitor expenditure data for the Sydney tourism region has been used to estimate the local visitor expenditure in Liverpool. The average expenditure per day-trip visitor and the average expenditure per night for domestic overnight and international visitors to the Sydney tourism region were used together with visitor estimates for Liverpool to calculate visitor expenditure.

It has been estimated that visitors to Liverpool spent \$624 million in 2024.

Table 3.1 Key Assumptions, 2024

	Visitors / Visitor Nights	Expenditure per Visitor / Visitor Night (\$)	Visitor Expenditure (\$m)
Day-Trip	610,471	\$169	\$103.3
Domestic Overnight	599,539	\$385	\$230.8
International	2,223,305	\$131	\$290.2

Note: Year ending December.

Source: TRA (2025); Lucid Economics.

Tourism's Economic Contribution

The Australian Bureau of Statistics (ABS) does not consider tourism to be an industry, but rather a sector that contributes to multiple industries. The majority of visitor expenditure goes to the retail industry, accommodation and food services as well as transport, generally representing two-thirds of visitor expenditure. Often, local small businesses are the beneficiary of visitor expenditure.

Tourism Satellite Accounts help to convert visitor expenditure into Gross Regional Product and Employment, which can then be compared to other industries and the economy as a whole:

- **Gross Regional Product:** value of the total economic output minus the costs of goods and services used as inputs, plus net taxes. Gross regional product (GRP) is a preferred measure of the economy as it focuses on the net contribution to the local economy. This value is most closely associated with Gross State Product (GSP) at the state level and Gross Domestic Product (GDP) at a national level.
- **Employment:** employment positions generated, expressed on a full-time equivalent (FTE) basis.

3.2 Economic Contribution of Tourism

Tourism directly contributed \$292.1 million and 1,979 jobs to the Liverpool economy, representing approximately 1.8% of the economy and 1.9% of total jobs in Liverpool.

Table 3.2 Economic Contribution of Tourism, Liverpool (2024)

	Gross Regional Product (\$m)	Employment
Direct	\$292.1	1,979
Indirect	\$259.3	1,480
Total	\$551.4	3,460

Note: Year ending December.

Source: Lucid Economics.

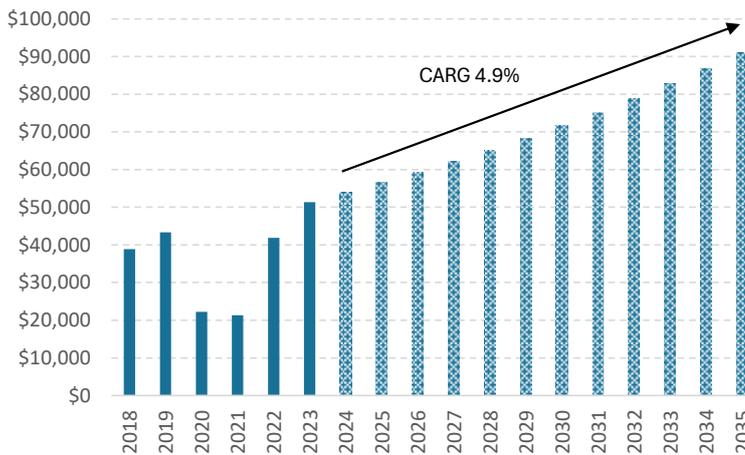
Since the initial baseline visitor figures report, which was published shortly after the DMP had been adopted, the visitor economy's direct contribution to the economy has grown by \$105 million, or 7.7% per year (in GRP terms) and over 500 jobs, or 5.3% per year.

In relative terms, the visitor economy's contribution to GRP has increased very slightly from 1.8% in 2018 to 1.9% in 2024, while its contribution to jobs has increased from 1.5% to 1.9% of total jobs.

4. Visitor Projections

Visitor projections for Liverpool have been developed to align with the most current aspirations expressed by the State Government in the Visitor Economy Strategy 2030 Review (State of NSW, 2024). This document identifies the ambition to achieve a stretch goal of growing visitor expenditure in the State from \$51.4 billion in 2023 to \$91 billion in 2035 (Figure 4.1), representing an average annual growth rate of 4.9% per year.

Figure 4.1. Visitor Expenditure, New South Wales (\$m)



Note: CARG – compounded annual rate of growth.
 Source: State of NSW (2024)

This rate of growth has been applied to current visitor economy in Liverpool to create a projection of visitors, visitor nights and visitor expenditure to 2035.

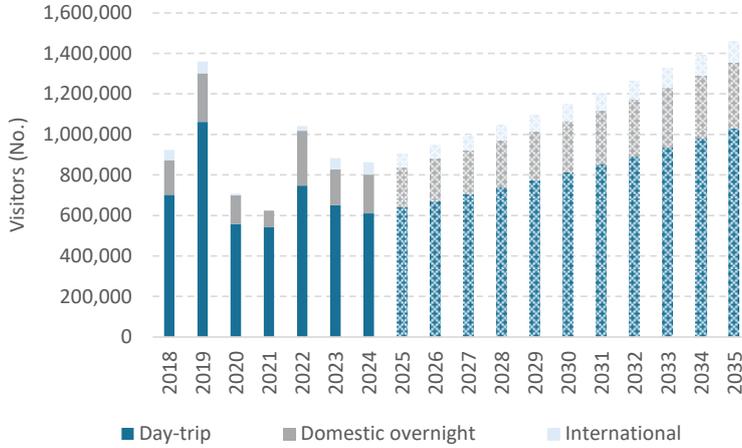
By 2035, visitors to Liverpool are expected to grow to 1.46 million from 862,500 in 2024, an increase of nearly 600,000. Visitor nights are expected to increase to 4.8 million from 2.8 million in 2024, an increase of nearly 2.0 million. Visitor expenditure is expected to add an additional \$430 million by 2035 to total over \$1 billion.

An additional \$430 million in visitor expenditure is expected to support a future 1,700 total new jobs² in Liverpool.

² Total future jobs include both direct and indirect jobs associated with the increase in visitor expenditure.

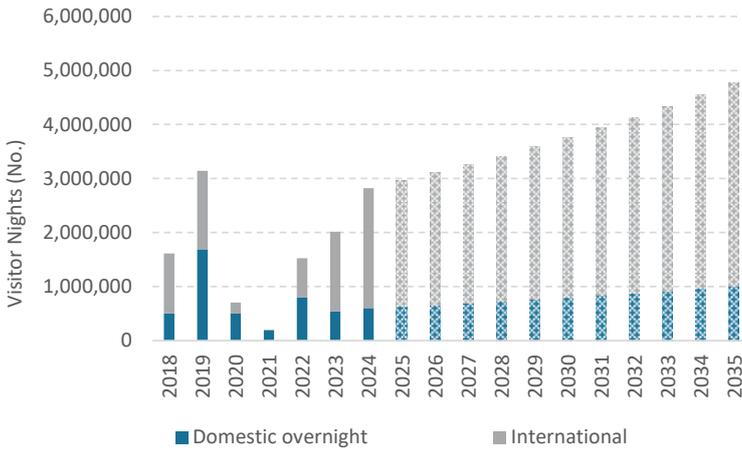
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Figure 4.2 Liverpool, Visitor Projections



Source: TRA (2025); State of NSW (2024); Lucid Economics.

Figure 4.3 Liverpool, Visitor Nights Projections

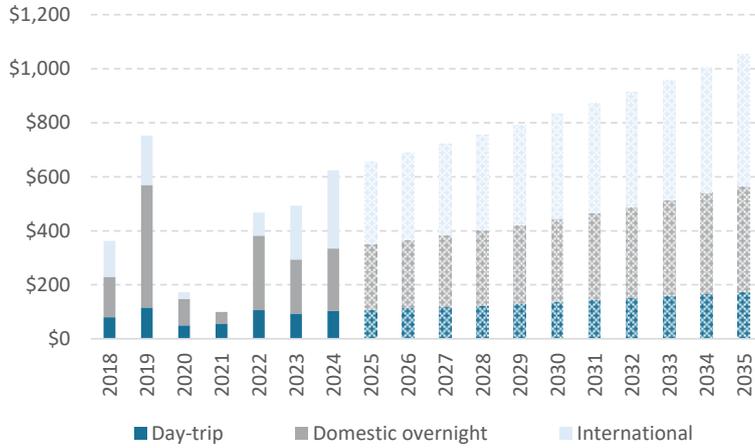


Source: TRA (2025); State of NSW (2024); Lucid Economics.



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Figure 4.4 Liverpool, Visitor Expenditure Projections (\$m)



Source: TRA (2025); State of NSW (2024); Lucid Economics.



References

- State of NSW (2024). *Visitor Economy Strategy 2030 Review – Report Summary*. Published by the State of New South Wales.
- Liverpool City Council (2025). *Major event information*. Liverpool City Council, unpublished.
- TRA (2025). *International and National Visitor Surveys*. Tourism Research Australia, Canberra.
- TRA (2025a). *Tourism Forecasts for Australia*. Available from: [Tourism forecasts | Tourism Research Australia](#). Accessed 2 April 2025.
- TRA (2024). *Regional Tourism Satellite Account 2022-23*. Tourism Research Australia, Canberra.

Appendix A: Methodology

The analysis and data contained in this report has been sourced directly from Tourism Research Australia's database for the National Visitor Survey (NVS) and International Visitor Survey (IVS).

National Visitor Survey (NVS)

The National Visitor Survey commenced in 1998 to provide an official measure of travel by Australian residents.

Each year, interviews were conducted with 60,000 residents aged 15 years and over. The sample size has changed over the years for various reasons.

Respondents were interviewed through a Computer Assisted Telephone Interviewing (CATI) system with phone numbers selected using random digit dialling.

The survey ran continuously with interviews taking place on each weekday and on weekends (excluding national public holidays). Residents classified as 'in scope' for interviewing include those who:

- Are aged 15 years and over who have their usual address in Australia
- Have lived at their contact address for at least three months
- Live in a private dwelling.

Respondents interviewed in the NVS were randomly sampled to be representative of the Australian population.

The survey uses specific recall periods to collect information on recent travel experiences. This includes details on:

- Overseas trips returned from in the last three months
- Overnight trips returned from in the last four weeks
- Day trips returned from in the last seven days.

Overnight trips must include at least one night away from home and be a minimum of 40 kilometres from the respondent's usual place of residence.

Day trips must have a round trip distance of at least 50 kilometres from the respondent's usual place of residence and a minimum duration of four hours. Day trips taken as part of an overnight trip, or those that are routine (for example, from home to work/school, or an intrinsic part of a person's job), are not collected.

The survey contains over 70 questions related to:

- destination
- purpose
- transport
- travel package
- sources to obtain information about the trip
- activities
- spend

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- accommodation
- travel party
- demographics.

NVS definitions are based on those provided by the United Nations World Tourism Organisation (UNWTO).

Interviews were conducted with people who have travelled for purposes including holiday, visiting friends and relatives (VFR), business, education and employment. To be included, travellers must not have been away from home continuously for more than 364 days, or 365 days in a leap year.

International Visitors Survey (IVS)

The National Survey and Data Science section in TRA manages survey design and management to develop and maintain high data quality and relevant outputs.

The IVS has been surveying international visitors in 4 languages since 2004. These are English, Japanese, Mandarin and Korean. Surveys are distributed among international airports by selecting monthly samples of departing flights and visitors, which ensures an adequate samples size is achieved in a range of categories.

We weigh the survey results to Department of Home Affairs' data on international visitor numbers. The variables used in weighting the data are:

- country of residence
- state of arrival
- main purpose of journey
- airport of departure
- age and sex of visitor.

The Australian Bureau of Statistics (ABS) publishes overseas (visitor) Arrivals and Departures (OAD) data (ABS catalogue no. 3401.0) each month.

The results in the IVS are based on a sample, rather than a census, of international visitors to Australia. The results are subject to sampling variability. The relative standard error of the survey and its associated confidence interval indicate the extent to which an estimate might vary by chance from the true number.

The COVID-19 pandemic was extremely disruptive for the survey and interviewing ceased on 1 April 2020 and only recommenced at some airports in November 2021 as some travel restrictions began to be lifted.

In 2023, interviews at major international airports resumed with an annual sample of 30,000 visitors.

Liverpool Sample Size

Given the relatively small area that makes up Liverpool City Council, there is a somewhat limited sample size for the day trip and domestic overnight visitor cohorts. Low sample sizes can reduce the accuracy of any survey results. Industry standard seeks to create a confidence level of 95% at a confidence interval of +/- 5%.



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It should be noted that for some detailed visitor data sets, a longer-term average was required. Where data has been averaged, a note has been inserted to identify the time period required.

Table A.4.1 Sample Size and Margin of Error

	Sample	Visitors	Margin of Error (%)
2010	251	712,313	6.20%
2011	259	802,980	6.10%
2012	271	673,507	5.90%
2013	271	816,376	5.90%
2014	289	863,728	5.70%
2015	318	699,104	5.50%
2016	318	898,801	5.40%
2017	318	778,969	5.40%
2018	320	923,853	5.40%
2019	427	1,359,568	4.61%
2020	160	707,660	7.56%
2021	111	624,979	9.30%
2022	3,166	1,041,755	1.74%
2023	350	949,126	5.23%
2024	325	838,666	5.44%

Source: TRA (2025); Lucid Economics

Appendix B: Detailed Visitor Data

Table B.1: Visitors, by Type, Liverpool

	Day-trip	Domestic Overnight	International	Total
2018	701,299	171,203	51,351	923,853
2019	1,062,643	239,505	57,420	1,359,568
2020	556,447	142,900	8,313	707,660
2021	541,515	83,054	410	624,979
2022	747,807	270,786	23,162	1,041,755
2023	650,848	177,173	54,804	882,824
2024	610,471	191,285	60,685	862,442

Source: TRA (2025).

Table B.2: Visitor Nights, by Type, Liverpool

	Domestic Overnight	International	Total
2018	502,397	1,110,946	1,613,343
2019	1,689,950	1,450,002	3,139,951
2020	497,109	206,753	703,861
2021	191,040	12,343	203,383
2022	795,329	730,372	1,525,702
2023	538,104	1,477,480	2,015,584
2024	599,539	2,223,305	2,822,843

Source: TRA (2025).

Table B.3: Total Visitors, by Purpose of Visit, Liverpool

	Holiday	Visiting friends and relatives	Business	Other reason
2018	253,272	388,727	121,919	156,903
2019	343,493	424,440	354,173	231,263
2020	141,661	298,353	225,111	42,778
2021	118,980	266,239	126,591	113,170
2022	192,741	530,731	203,989	114,347
2023	163,672	419,662	185,857	113,696
2024	178,347	364,331	244,693	74,511

Source: TRA (2025).

Table B.4: Day-Trip Visitors, by Purpose of Visit, Liverpool

	Holiday	Visiting friends and relatives	Business	Other reason
2018	228,379	263,179	69,050	140,691
2019	299,874	286,855	269,715	206,199
2020	128,269	210,220	178,646	39,312
2021	105,712	213,850	116,961	104,992
2022	167,601	357,291	132,489	90,427
2023	141,386	281,012	121,574	106,876
2024	157,675	219,226	182,015	51,555

Source: TRA (2025).

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Table B.5: Domestic Overnight Visitors, by Purpose of Visit, Liverpool

	Holiday	Visiting friends and relatives	Business	Other reason
2018	11,073	93,932	50,129	14,283
2019	33,847	97,635	79,781	22,267
2020	11,903	82,316	45,782	2,899
2021	13,267	52,041	9,605	8,141
2022	24,464	154,584	68,687	23,052
2023	16,857	95,588	61,964	2,763
2024	12,577	101,013	59,881	17,814

Source: TRA (2025).

Table B.6: International Visitors, by Purpose of Visit, Liverpool

	Holiday	Visiting friends and relatives	Business	Other reason
2018	13,820	31,617	2,740	574
2019	9,772	39,951	4,678	880
2020	1,489	5,818	683	132
2021	0	348	26	36
2022	676	18,856	2,813	232
2023	5,429	43,061	2,318	2,070
2024	8,095	44,092	2,797	905

Source: TRA (2025).

Table B.7: Total Visitors, by Purpose of Visit

	Liverpool	Western Sydney	Sydney
Holiday	24%	46%	40%
Visiting friends and relatives	44%	36%	33%
Business	19%	11%	17%
Other reason	7%	5%	6%
Education	1%	1%	1%
Health	5%	2%	4%
Total	100%	100%	100%

Note: 16-year averages (2009-2024).

Source: TRA (2025).

Table B.8: Day-Trip Visitors, by Purpose of Visit

	Liverpool	Western Sydney	Sydney
Holiday	28%	48%	43%
Visiting friends and relatives	41%	34%	32%
Business	17%	11%	13%
Other reason	8%	5%	7%
Education	1%	0%	1%
Medical reasons	5%	2%	4%
Total	100%	100%	100%

Note: 16-year averages (2009-2024).

Source: TRA (2025).

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Table B.9: Domestic Overnight Visitors, by Purpose of Visit

	Liverpool	Western Sydney	Sydney
Holiday	11%	38%	27%
Visiting friends and relatives	53%	43%	36%
Business	28%	13%	30%
Other reason	3%	3%	3%
Education	0%	1%	1%
Medical reasons	4%	2%	3%
Total	100%	100%	100%

Note: 14-year averages (2009-2024).

Source: TRA (2025).

Table B.10: International Visitors, by Purpose of Visit

	Liverpool	Western Sydney	Sydney
Holiday	17%	47%	52%
Visiting friends and relatives	70%	45%	27%
Business	7%	5%	11%
Other reason	3%	2%	5%
Education	2%	2%	5%
Medical reasons	0%	0%	0%
Total	100%	100%	100%

Note: 16-year averages (2009-2024).

Source: TRA (2025).



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APPENDIX 2

**LIVERPOOL HOTELS AND SHORT-TERM LETTING
STUDY 2025
LUCID ECONOMICS**



Liverpool Hotels and Short-Term Letting Study 2025

Prepared for

Liverpool City Council

June 2025



Lucid

/'lu:sid/

adjective

1. expressed clearly; easy to understand

2. bright or luminous



Document Control

Job Name: LIVERPOOL Hotels and Short-Term Letting Study

Client: Liverpool City Council

Client Contact: Jessica Walters

Version Control

Version	Date	Authorisation
Draft v1	23/4/25	MC
Draft v2	17/5/25	MC
Final	4/6/25	MC

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Acknowledgement of Country

Lucid Economics acknowledges the Traditional Custodians and Elders of Country throughout Australia, and their connection to land, sea and community. We pay our respects to Aboriginal and Torres Strait Islander Elders past, present and emerging.

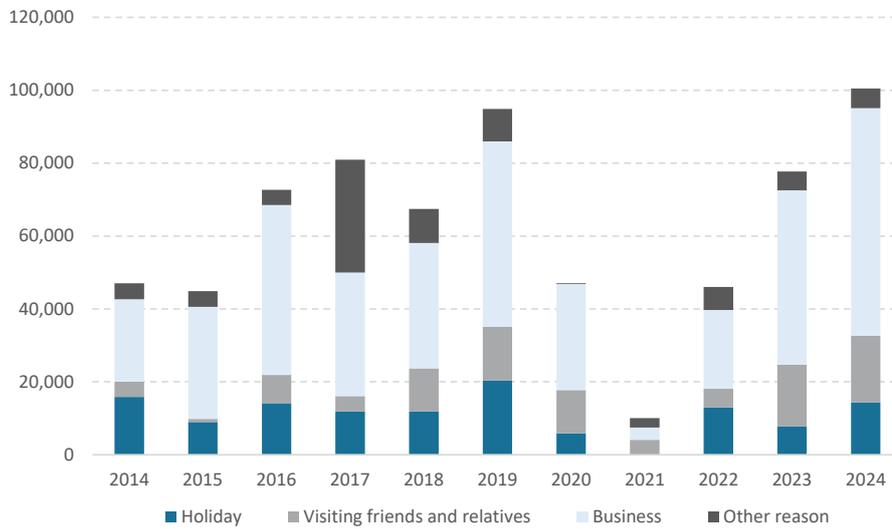
Executive Summary

Liverpool City Council engaged Lucid Economics Pty Ltd to assess hotels and short-term rentals in the local area.

Post-COVID Liverpool's accommodation market has shown significant resilience and growth. The market primarily caters to the business segment, driven by the robust industrial sector in Liverpool and the construction of the new Western Sydney International (WSI) Airport. This industrial growth has created a steady demand for business accommodation, which has been a key factor in the market's buoyancy.

In addition to the business market, the Visiting Friends and Relatives (VFR) segment plays a crucial role in Liverpool's accommodation landscape. Other niche segments, such as education-related and medical-related travel, also contribute to the diversity of the market. These niche segments have seen steady growth, bolstered by Liverpool's strategic location and infrastructure.

Figure E.1 Total Visitors Staying in Commercial Accommodation by Purpose of Visit, Liverpool



Source: TRA (2025).

Liverpool's market comprises 1,083 short-term accommodation rooms (e.g. traditional hotel and motel style). The Meriton Suites opened in September 2023, adding 163 new rooms to the market.

Short-Term Rental Accommodation (STRA) also forms part of Liverpool's accommodation offerings, though its penetration has been less significant compared to other primary leisure destinations. There are 275 STRA properties across the Local Government Area (LGA), with the majority (141 properties, or 51%) located in and around the Liverpool City Centre, particularly near the Hospital and in the Central Business District (CBD).



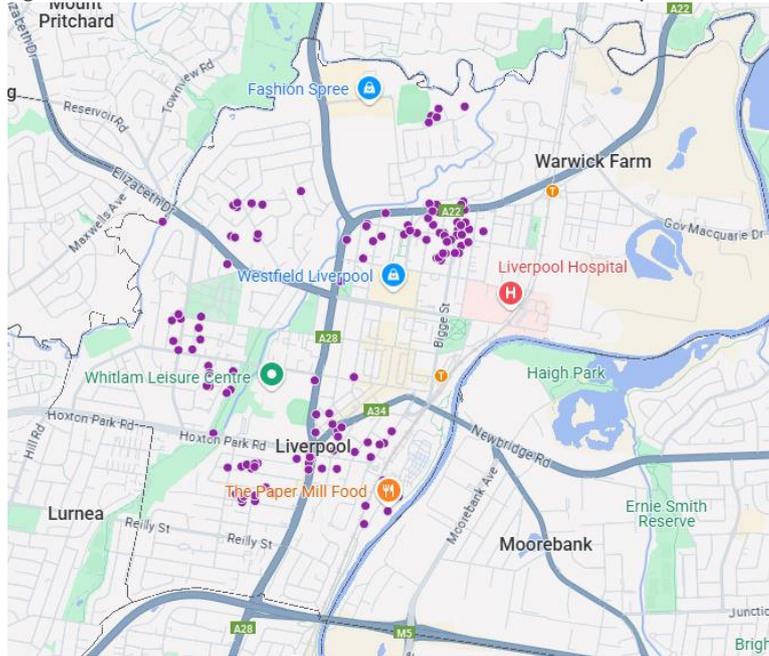
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Table E.1. Short Term Accommodation Audit, Liverpool

Name	Type	Rooms	Quality
Quest Liverpool	Hotel	88	4.5
Ibis Budget Casula Liverpool	Motel	74	3
Mercure Sydney Liverpool	Hotel	104	4
Meriton Suites Liverpool	Serviced Apartments	163	5
The William Inglis Hotel	Hotel	144	5
Hunts Hotel Liverpool	Hotel	140	4
Holiday Inn Warwick Farm By IHG	Hotel	146	4
Best Western Casula Motor Inn	Hotel	30	4
Crossroads Hotel	Hotel	15	3
Jolly Knight Motel	Motel	9	3
El Toro Motor Inn	Motel	51	3
Wallacia Hotel	Hotel	30	4
Astra Apartments	Serviced Apartments	4	4
Fontainebleau Motor Inn	Motel	30	3
Total / Average		1,028	3.7

Source: TripAdvisor (2025), Booking.com (2025); corporate websites.

Figure E.2. Short Term Rental Accommodation Establishments – Liverpool - Warwick Farm



Source: AirDNA (2025).

The hotel market in Liverpool has been performing strongly, with an annual occupancy rate of 78.4% and an average daily rate (ADR) of \$194 in 2024. Despite the addition of the Meriton Suites, the market showed stronger performance in 2024, suggesting there was an underlying demand that had not been previously met.



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Table E.2. Short Term Accommodation Market Indicators, Liverpool

	Occupancy (%)	ADR (\$)	RevPAR (\$)	Demand (RNS)
2017	76.2%	\$132	\$100	139,472
2018	65.9%	\$139	\$92	171,607
2019	66.6%	\$141	\$94	176,352
2020	33.6%	\$133	\$45	87,864
2021	39.2%	\$147	\$58	104,001
2022	62.9%	\$169	\$106	166,763
2023	72.9%	\$176	\$128	207,722
2024	78.4%	\$194	\$152	254,232
Annual Growth (2023-24)	5.5%	10.4%	18.7%	22.4%
Avg Annual Growth (2017-2024)	0.3%	5.9%	13.4%	14.5%

Note: RNS – Room Nights Sold. Calendar year.

Source: STR Global (2025).

On the other hand, the STRA market caters to a different market segment compared to traditional hotels, and it has experienced a decline in trading levels over the past two years. By the end of March 2025, the STRA market had an annual occupancy rate of 56% and an ADR of \$200.

Table E.3. Short Term Rental Accommodation Market Indicators – Liverpool - Warwick Farm

Year ending March	Occupancy Rate (%)	ADR (\$)	RevPAR (\$)
2023	71%	\$200	\$143
2024	63%	\$198	\$124
2025	56%	\$200	\$112
% change (2024-2025)		0.7%	-9.9%

Note: ADR – average daily rate. RevPAR – revenue per available room.

Source: AirDNA (2025).

Looking ahead, the accommodation market is expected to grow further, supported by key drivers such as population growth, industrial expansion and the opening of the new WSI Airport in 2026. These factors are anticipated to sustain and potentially enhance the demand for both short-term accommodation in Liverpool. The development of new infrastructure, including improved transportation links and enhanced amenities, will likely attract more visitors and investors to the area. Moreover, the City's strategic location and robust economic activities are poised to bolster its appeal as a prime destination for a range of travellers.

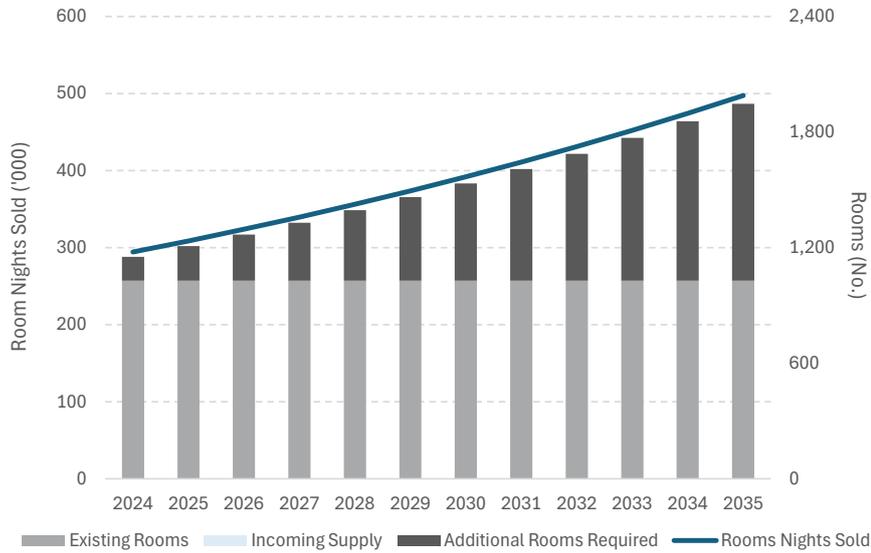
Based on the research and analysis conducted for this project, there will likely be potential for a range of future short-term accommodation developments in Liverpool, including:

- High standard, business focused (likely branded) hotel located in the CBD
- Additional serviced apartment offering, located in the CBD, which could cater for the VFR market
- Airport hotels, located at the new Western Sydney International Airport
- Resort style, holiday park (e.g. BIG4 style caravan park) located outside of the City Centre, potentially in one of the new Airport business precincts
- Themed accommodation/attraction property, similar to the Great Wolf Lodge chain in the United States, potentially located in one of the new Airport business precincts
- Other bespoke or boutique accommodation offerings more focused on the Sydney and intra-state markets

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Based on future demand aligned to current State Government aspirations, **Liverpool will require an additional 789 hotel rooms by 2035**. The WSI Airport could alone attract between 200 and 500 hotel rooms by 2031, based on current passenger forecasts.

Figure E.3. Future Hotel Supply and Demand Balance, Liverpool



Note: 75% occupancy benchmark used to identify supply/demand balance in the market.
Source: Lucid Economics.



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1. Introduction

Lucid Economics Pty Ltd (Lucid Economics) has been engaged by Liverpool City Council to provide an assessment of hotels and short-term letting in the local government area.

The City of Liverpool (Liverpool) is a growing city in Western Sydney with a population of 255,000 people and the City will continue to play a key role as service centre for the broader community.

While Liverpool is not a typical leisure tourism destination, the City receives a large number of visitors and the visitor economy currently makes an important contribution to the City. Council is in the process of updating its Destination Management Plan (DMP) and this analysis will inform this process.

Growing Liverpool's visitor economy is part of Council's broader vision to stimulate the local economy through the injection of new spending, creation of employment opportunities and increased demand for local goods and services. According to the current DMP, a strong visitor economy will showcase and celebrate the city's assets – its people and lifestyle, rich cultural diversity, heritage, natural assets and events.

This assessment considers the existing market and trends for hotels and short-term letting as well as identifies future demand, gaps and opportunities.

This assessment uses the following definitions:

- **Day-trip Visitor:** Day visitors are those who travel for a round trip distance of at least 50 kilometres, are away from home for at least four hours and do not spend a night away from home. Same day travel as part of overnight travel is excluded, as is routine travel such as commuting between work/school and home.
- **Overnight Visitor:** Overnight travel involves a stay away from home of at least one night, at a place at least 40 kilometres from home. Overnight visitors are separated into domestic and international.
- **International Visitor:** International visitors are short-term international travellers aged 15 years and over who have been visiting Australia (for a period of less than 1 year).
- **Occupancy Rate:** The percentage of available rooms that are occupied during a specific period.
- **Average Daily Rate (ADR):** The average rental income per paid occupied room in a given time period.
- **Revenue per Room Night Available (RevPAR):** A performance metric in the hotel industry, calculated by multiplying the occupancy rate by the average daily rate. It can also be calculated by dividing the total room revenue by the number of available rooms in a given period. RevPAR provides insight into how well a hotel is filling its rooms and how much revenue it is generating from those rooms.
- **Short-term Accommodation:** short-term accommodation refers to traditional hotel/motel style accommodation properties, which would also include serviced apartments. These types of properties generally have multiple rooms and other amenities, distinguishing them from short-term rental accommodation.
- **Short-term Rental Accommodation (STRA):** short-term rental accommodation (STRA) as defined by the NSW Government as a dwelling used by the host to provide accommodation in the dwelling on a commercial basis for a temporary or short-term period. This type of accommodation will be used to represent the short-term letting market.

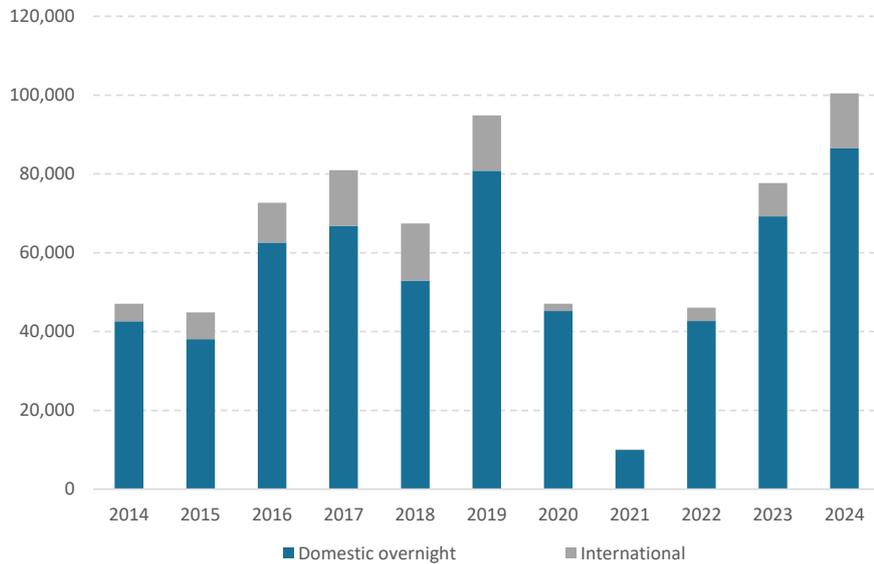
2. Visitation to Liverpool¹

This section examines visitor trends for visitors staying in commercial accommodation, which includes both traditional hotels as well as short-term letting. A more detailed examination of visitation to Liverpool is provided in the *Liverpool Baseline Visitor Figures 2025* report.

2.1 Visitation by Type

- Visitors to Liverpool staying in commercial accommodation had trended higher prior to the COVID-19 pandemic. State and national border closures severely impacted visitor numbers from 2020-2022, however visitation has fully recovered in recent years.
- Domestic overnight visitors dominate the commercial accommodation market in the region.

Figure 2.1 Visitors Staying in Commercial Accommodation by Type, Liverpool

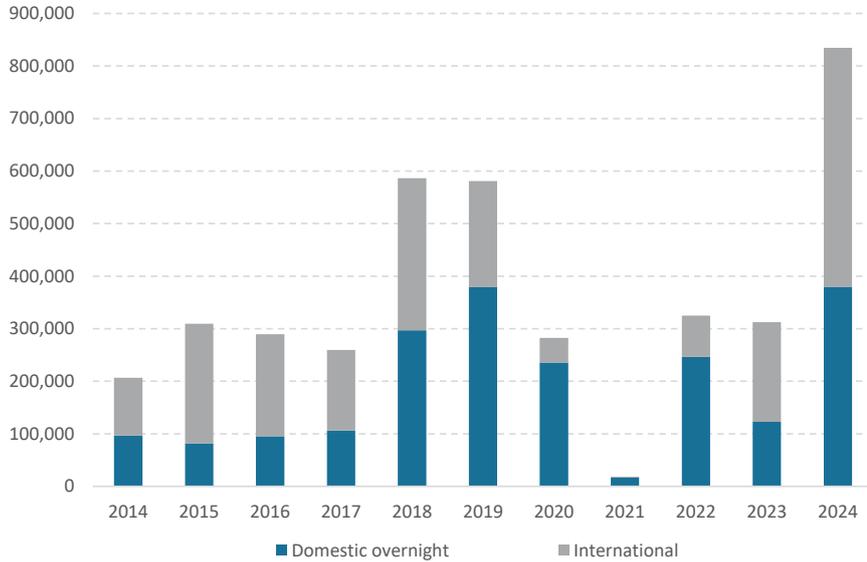


Source: TRA (2025).

¹ Due to a relatively small sample size, data has a margin of error between 12% and 23%. Information should be considered indicative.

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Figure 2.2 Visitor Nights Staying in Commercial Accommodation by Type, Liverpool



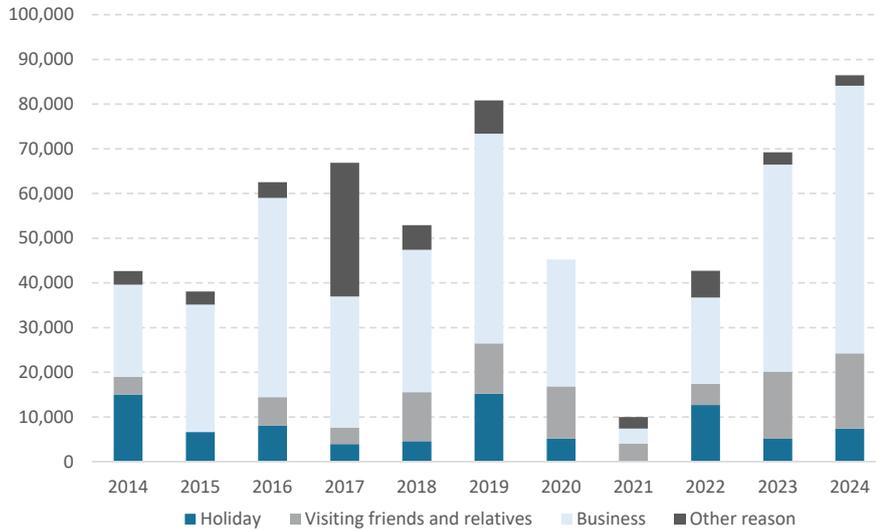
Source: TRA (2025).

2.2 Visitation by Purpose of Visit

- Visitation to Liverpool staying in commercial accommodation is primarily for the purpose of ‘business’ for all visitor types and has risen significantly in recent years for domestic overnight visitors.
- The growth and dominance of the business segment is due to the industrial strength of the local economy, including the development of the Western Sydney International Airport.
- The average length of stay in Liverpool is eight nights, however, this figure is heavily impacted by the long length of stay of education visitors (90 nights). Generally, the average length of stay for holiday, VFR and business visitors is between 3 and 4 nights. Domestic leisure and VFR visitors typically stay between 1 and 2 nights, while their international counterparts stay much longer (but are much fewer in number).
- Education visitors have become a significant contributor to visitor nights in commercial accommodation.

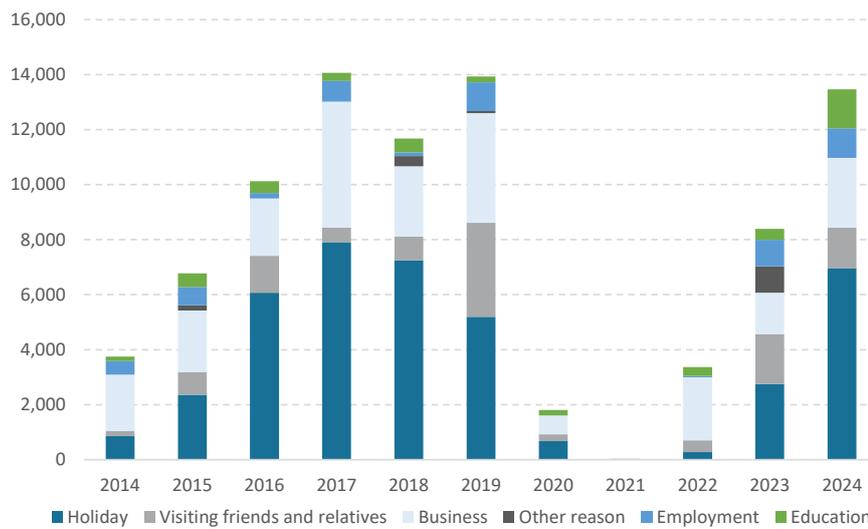
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Figure 2.3 Domestic Overnight Visitors Staying in Commercial Accommodation by Purpose of Visit, Liverpool



Source: TRA (2025).

Figure 2.4 International Visitors Staying in Commercial Accommodation by Purpose of Visit, Liverpool

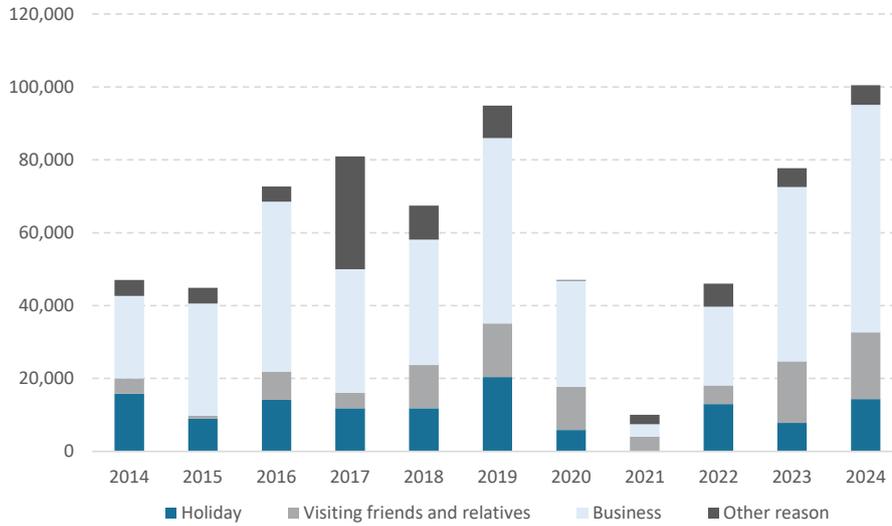


Source: TRA (2025).



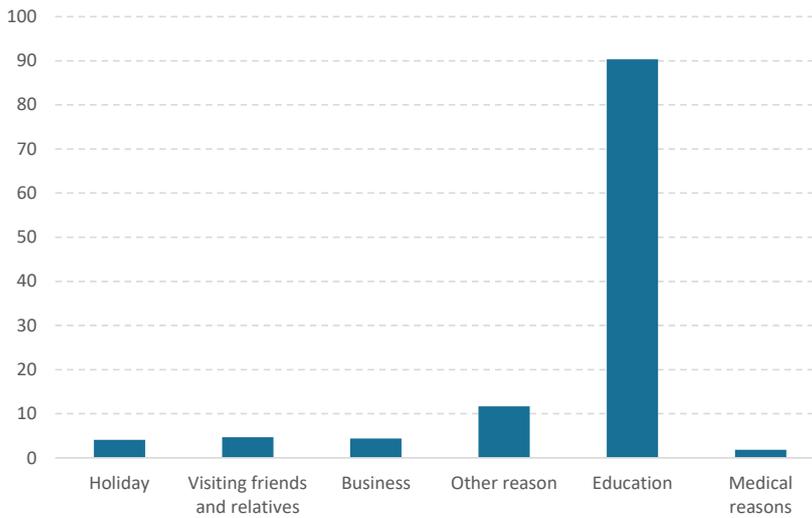
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Figure 2.5 Total Visitors Staying in Commercial Accommodation by Purpose of Visit, Liverpool



Source: TRA (2025).

Figure 2.6 Average Length of Stay of Visitors Staying in Commercial Accommodation by Purpose of Visit, Liverpool



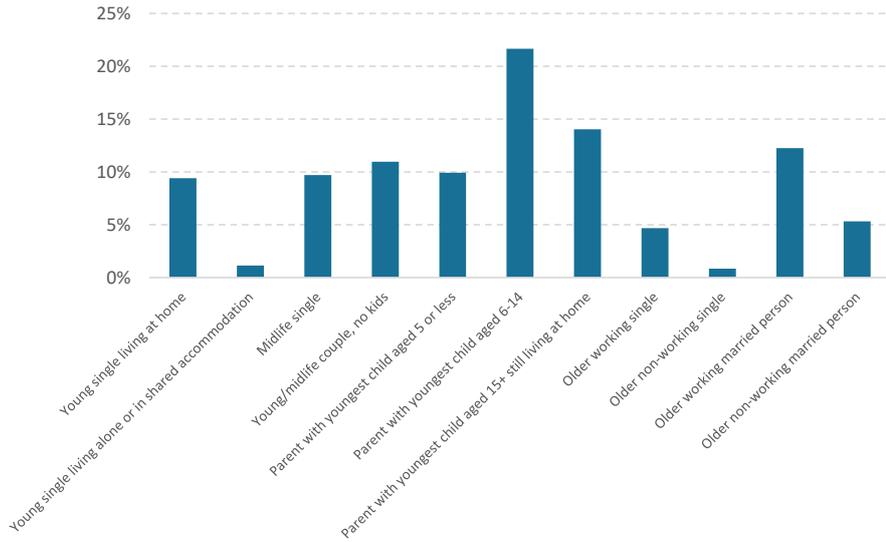
Note: 11-year average (2014-2024).

Source: TRA (2025).

2.3 Visitation by Life Cycle Group

- Visitation in commercial accommodation is mixed across various lifecycle groups, with the greatest proportions are from the 'parent with youngest child aged 6-14', 'parent with youngest child aged 15+ and still living at home' and 'older working married person'.
- These segments would be most closely associated with business travellers.

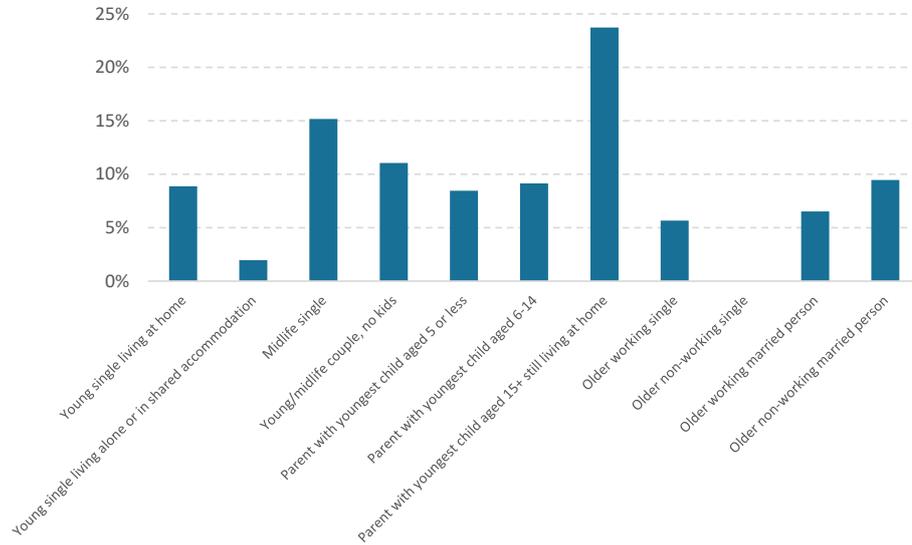
Figure 2.7 Proportion of Domestic Overnight Visitors Staying in Commercial Accommodation by Lifecycle Group, Liverpool



Note: 9-year average (2016-2024). Lifecycle data not available 2013-2015.
Source: TRA (2025).

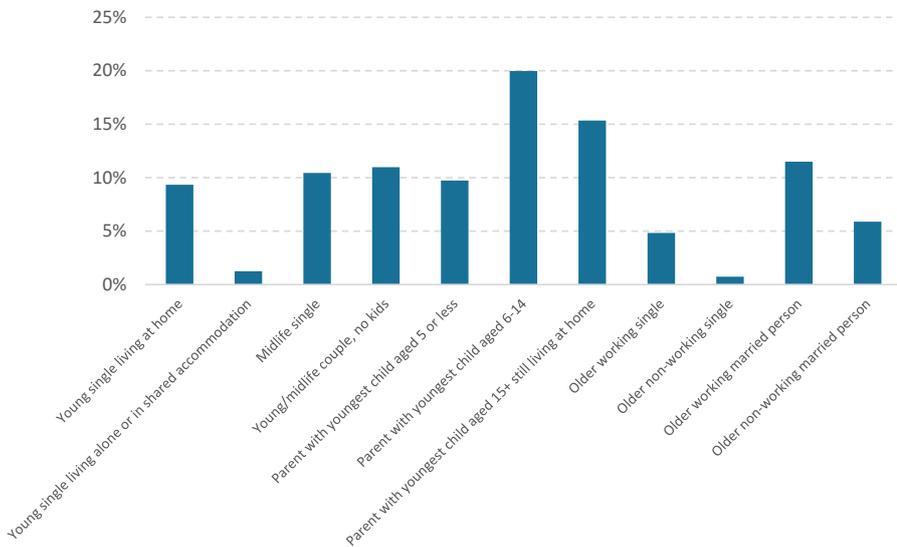
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Figure 2.8 Proportion of International Visitors Staying in Commercial Accommodation by Lifecycle Group, Liverpool



Note: 10-year average (2015-2024).
Source: TRA (2025).

Figure 2.9 Proportion of Total Visitors Staying in Commercial Accommodation by Lifecycle Group, Liverpool



Note: 9-year average (2016-2024).
Source: TRA (2025).

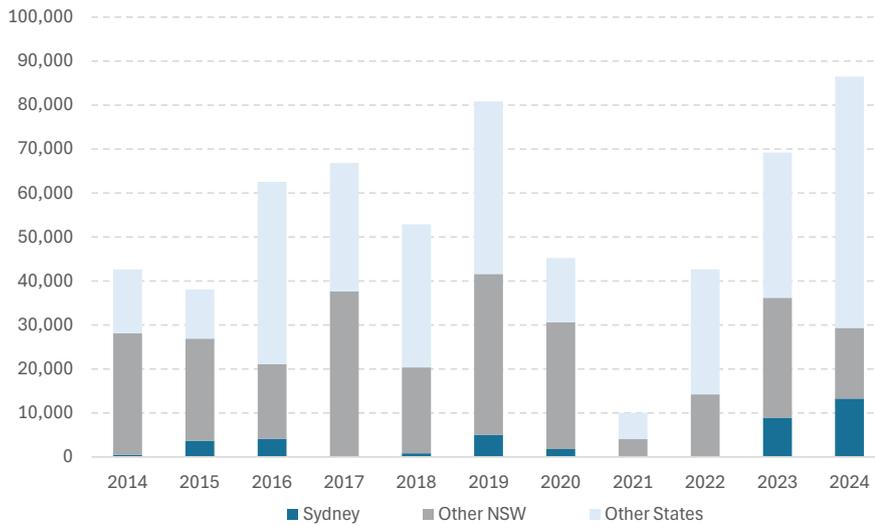


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2.4 Visitation by Source Market

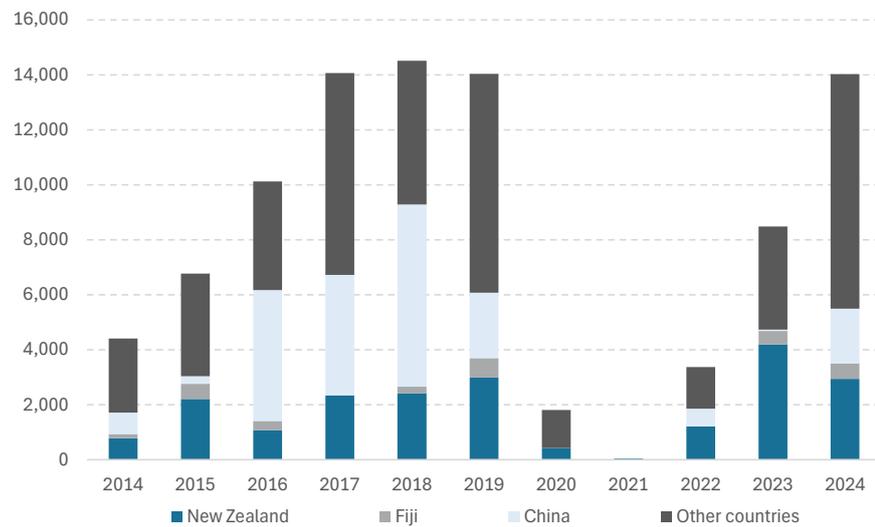
- Data shows that domestic overnight visitors to Liverpool staying in commercial accommodation are predominantly from ‘Other States’, demonstrating the strong pull of the area for business travellers from around the country.
- Liverpool’s key international visitor markets include New Zealand and China. However, visitor numbers from China have been significantly lower in recent years than prior to the pandemic and the Indian market increasing significantly over the last two years.

Figure 2.10 Domestic Overnight Visitors Staying in Commercial Accommodation by Source Market, Liverpool



Source: TRA (2025).

Figure 2.11 International Visitors Staying in Commercial Accommodation by Source Market, Liverpool

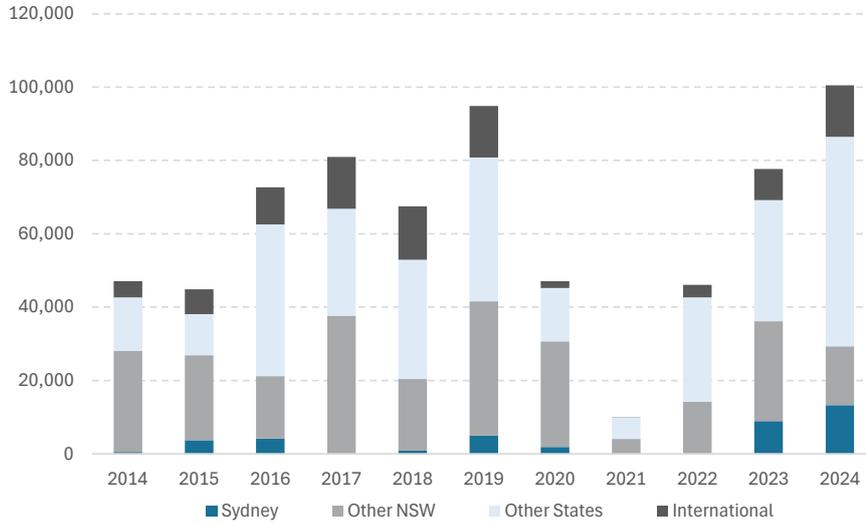


Source: TRA (2025).



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Figure 2.12 Total Visitors Staying in Commercial Accommodation by Source Market, Liverpool



Source: TRA (2025).

3. Accommodation Supply

3.1 Short-Term Accommodation

- Liverpool has a mix of commercial accommodation options, including high-end and budget offerings, as well as a number of recognised, national brands (Table 3.1).
- The Meriton Suites represents the newest property in Liverpool, opening in September 2023, adding a high standard offering in the CBD.
- The Liverpool hotel market is performing well, demonstrating significant growth in 2024 (Table 3.2 and Figure 3.1).
 - Typically, an annual occupancy rate in excess of 75% in a capital city region would indicate a shortage of hotel rooms and would indicate that at certain times during the year, the market is likely full and unable to welcome any additional visitors.
 - The market experienced significant growth in demand, demonstrating the local market's ability to absorb the significant increase in supply generated by the new Meriton Suites.
 - The growth is so significant that it is possible that the new property indicates there is significant latent or potential demand (e.g. if there were more similar properties, more people would spend the night in Liverpool).
 - The growth of ADR (and RevPAR) in the face of such a supply increase is significant, however, research from other markets may also indicate that rapidly rising operating costs could be a significant driver of these increases.
- Pre-COVID saw the market in a relatively stagnant position, however, post-COVID the market has accelerated considerably (Figure 3.1).
- While the market does appear to have some seasonality (e.g. peaks in February/March and October/November), trade is relatively stable throughout the year (Figure 3.2).
- Pre-COVID, the Liverpool hotel market traded at a discount to the broader Sydney region in terms of occupancy rate and ADR, however, post-COVID while ADR remains below the region, the occupancy rate has accelerated to be on par with the region (Figure 3.3).

Table 3.1. Short Term Accommodation Audit, Liverpool

Name	Type	Rooms	Quality
Quest Liverpool	Hotel	88	4.5
Ibis Budget Casula Liverpool	Motel	74	3
Mercure Sydney Liverpool	Hotel	104	4
Meriton Suites Liverpool	Serviced Apartments	163	5
The William Inglis Hotel	Hotel	144	5
Hunts Hotel Liverpool	Hotel	140	4
Holiday Inn Warwick Farm By IHG	Hotel	146	4
Best Western Casula Motor Inn	Hotel	30	4
Crossroads Hotel	Hotel	15	3
Jolly Knight Motel	Motel	9	3
El Toro Motor Inn	Motel	51	3
Wallacia Hotel	Hotel	30	4
Astra Apartments	Serviced Apartments	4	4
Fontainebleau Motor Inn	Motel	30	3
Total / Average		1,028	3.7

Source: TripAdvisor (2025), Booking.com (2025); corporate websites.

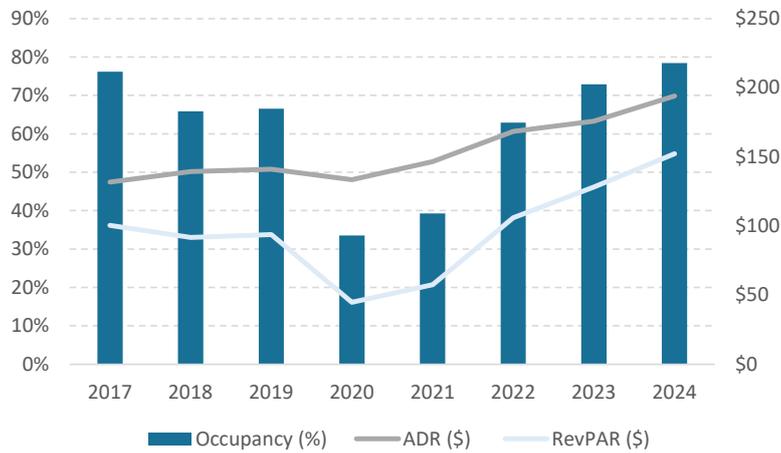
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Table 3.2. Short Term Accommodation Market Indicators, Liverpool

	Occupancy (%)	ADR (\$)	RevPAR (\$)	Demand (RNS)
2017	76.2%	\$132	\$100	139,472
2018	65.9%	\$139	\$92	171,607
2019	66.6%	\$141	\$94	176,352
2020	33.6%	\$133	\$45	87,864
2021	39.2%	\$147	\$58	104,001
2022	62.9%	\$169	\$106	166,763
2023	72.9%	\$176	\$128	207,722
2024	78.4%	\$194	\$152	254,232
Annual Growth (2023-24)	5.5%	10.4%	18.7%	22.4%
Avg Annual Growth (2017-2024)	0.3%	5.9%	13.4%	14.5%

Note: RNS – Room Nights Sold. Calendar year.
 Source: STR Global (2025).

Figure 3.1. Short Term Accommodation Market Indicators, Liverpool

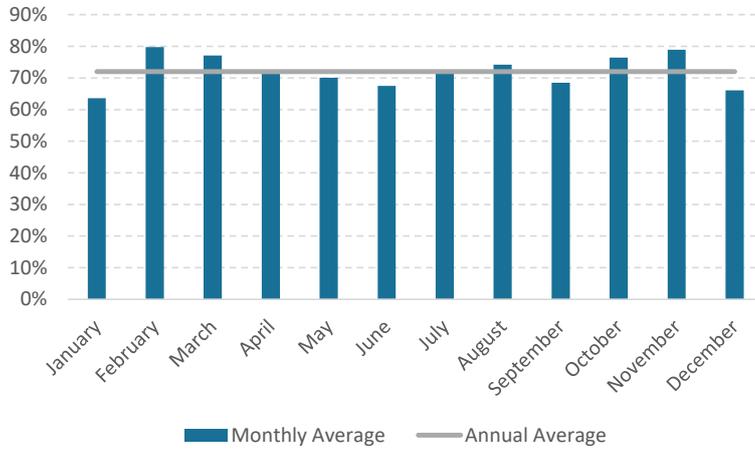


Source: STR Global (2025).



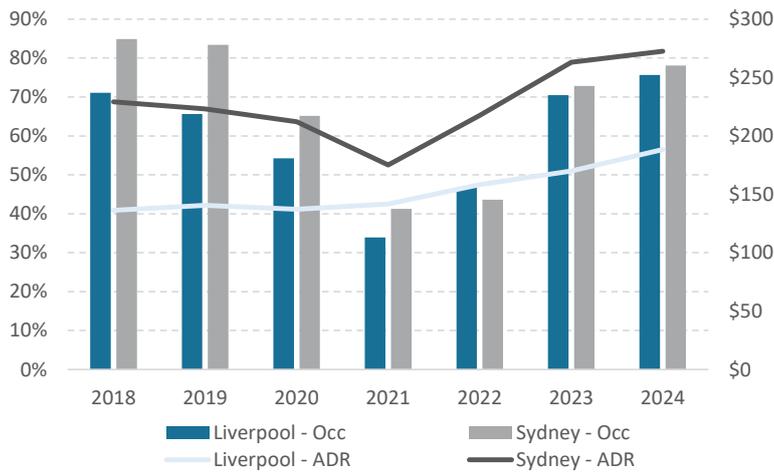
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Figure 3.2. Annual and Monthly Occupancy Rates, Liverpool (2017-2024)



Note: Excludes COVID-19 impacted years 2020-22.
Source: STR Global (2025).

Figure 3.3. Annual Occupancy and ADR Comparison, Liverpool vs Sydney Region



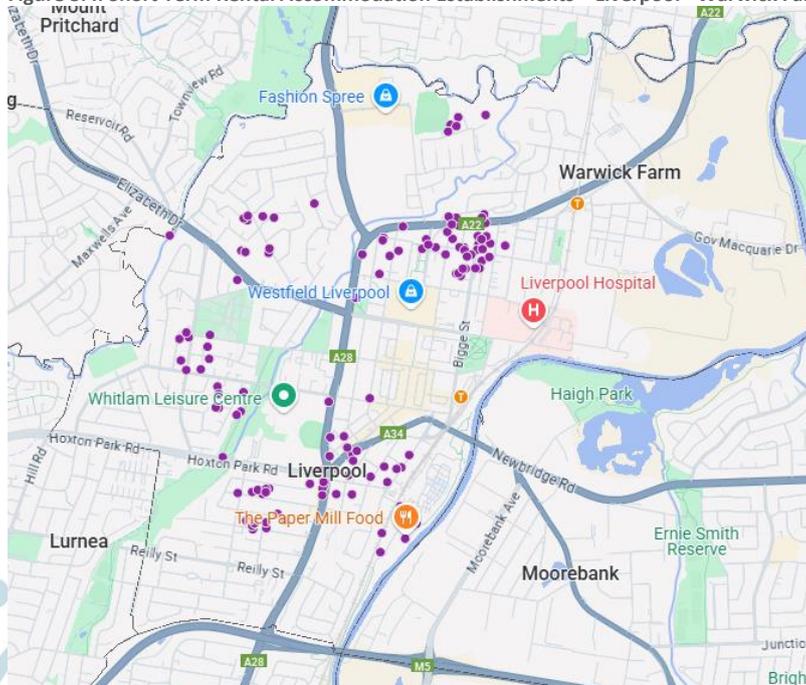
Note: Sydney Tourism Region. Fiscal Year Ending June.
Source: STR Global (2025); AAM (2025).

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3.2 Short-Term Rental Accommodation (STRA)

- As of April 2025, Liverpool had a total of 275 STRA properties across the LGA with the majority of them (141, or 51%) in and around the Liverpool CBD.
 - This level of STRA penetration is similar to other Sydney suburbs, based on their size and distance from the Sydney CBD.
 - This level of STRA listings is relatively small compared to other tourism destinations in NSW, such as Byron (3,200), Southern Highlands (1,200) and Eurobodella (1,700)
- The Liverpool – Warwick Farm area has the highest concentration of STRA listings in the LGA and they are predominantly located in the CBD or near the Hospital (Figure 3.4).
- Post-COVID there was strong growth in active listings and listing nights booked (e.g. demand), however, since the beginning of 2024 the market appears to have stabilised (Figure 3.7).
- Almost half of all listings are 2-bedroom and combined with 1-bedroom listings, they make up over 75% of the current offering (Figure 3.6).
- Only 15% of properties are available for the majority of the year. The majority are offered over differing durations (Figure 3.7).
- The STRA market has not experienced the same levels of trading as the hotel market:
 - The STRA market softened over the last year
 - Over the last two years, the market has been in slight decline
- These market indicators demonstrate that the STRA market in Liverpool is not serving the same market as traditional hotels/motels
 - It is likely that the business traveller is preferencing traditional hotel/motel accommodation, whereas VFR or leisure visitors (or other bespoke users, such as travelling medical specialists working short-term at the hospital) may prefer to stay in a STRA.

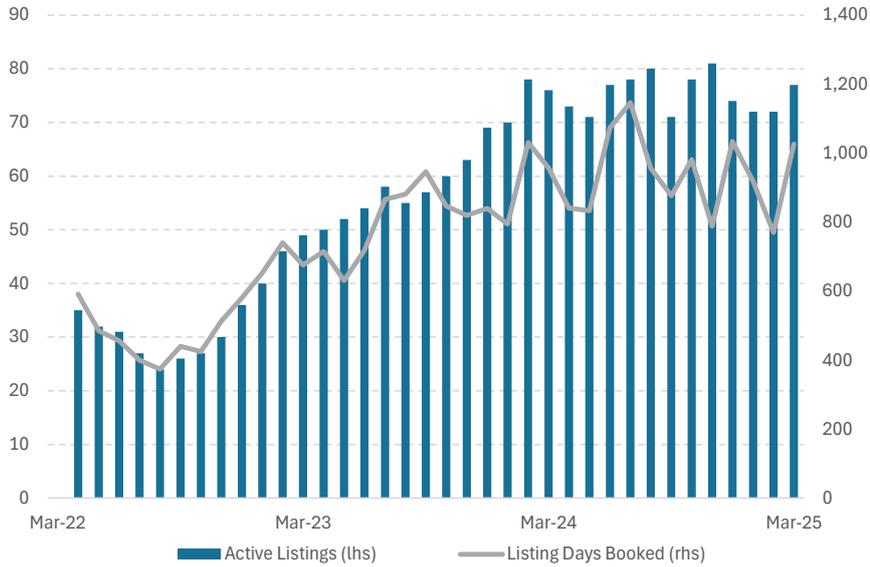
Figure 3.4. Short Term Rental Accommodation Establishments – Liverpool - Warwick Farm



Source: AirDNA (2025).

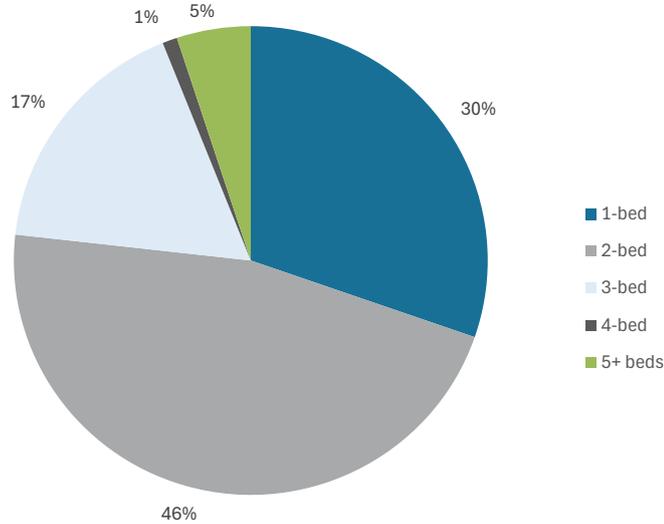
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Figure 3.5. Short Term Rental Accommodation Active Listings and Days Booked – Liverpool - Warwick Farm



Note: Active listings may differ from STRA listings in that active listings are ‘live’ on the platforms and STRA listings represent those that are live as well as those that may not be currently available.
Source: AirDNA (2025).

Figure 3.6. Short Term Rental Accommodation Listings by Number of Bedrooms – Liverpool - Warwick Farm

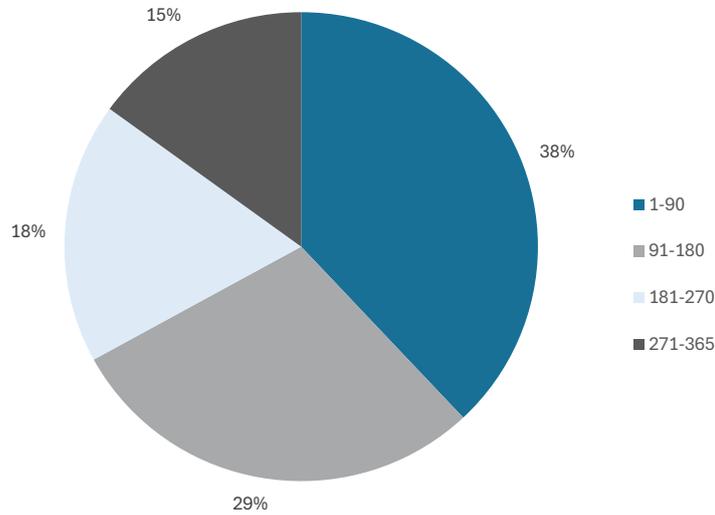


Source: AirDNA (2025).



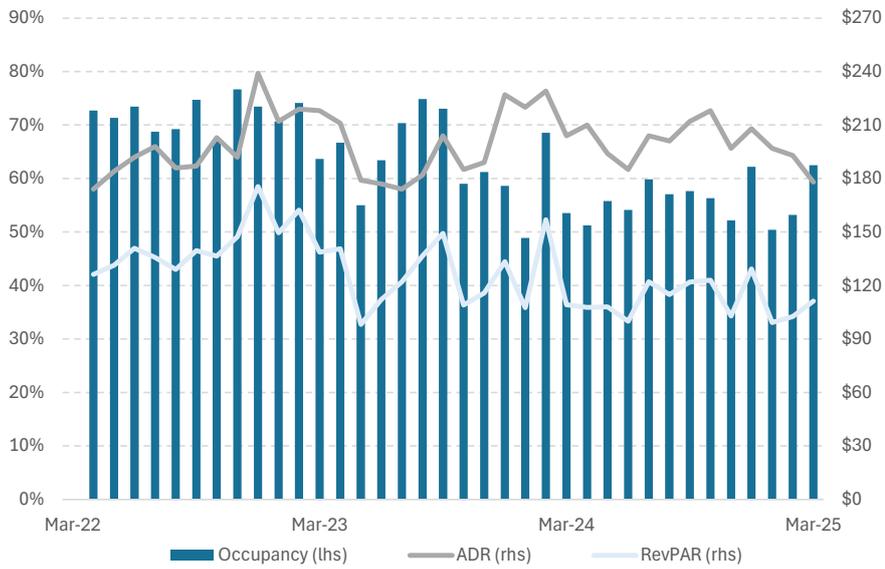
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Figure 3.7. Short Term Rental Accommodation Listings by Nights Available per Year – Liverpool - Warwick Farm



Source: AirDNA (2025).

Figure 3.8. Short Term Rental Accommodation Market Indicators – Liverpool - Warwick Farm



Note: ADR – average daily rate. RevPAR – revenue per available room.
Source: AirDNA (2025).



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Table 3.3. Short Term Rental Accommodation Market Indicators – Liverpool - Warwick Farm

Year ending March	Occupancy Rate (%)	ADR (\$)	RevPAR (\$)
2023	71%	\$200	\$143
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2025	56%	\$200	\$112
% change (2024-2025)		0.7%	-9.9%

Note: ADR – average daily rate. RevPAR – revenue per available room.
Source: AirDNA (2025).

3.3 Future Supply

The following projects could provide further accommodation supply into the market in the future.

- **The Liverpool by FYVE:**
 - Location: 26 Elizabeth Street, Liverpool CBD
 - Description: This project is Liverpool’s tallest DA-approved development at 34 storeys. It will feature 193 residential apartments, a 113-room hotel, 7,160sqm of commercial space and a range of ground-floor retail tenancies.
- **Punthill Liverpool:**
 - Location: Part of The Liverpool by FYVE project
 - Description: this 93-key apartment hotel will include modern studio, one-bedroom, and two-bedroom apartments, each with a fully-equipped kitchen, balcony, desk, and high-quality internet.
- **Crossroads Hotel Modernisation:**
 - Location: 2260 Camden Valley Way, Casula
 - Description: \$34 million redevelopment includes a new 200-person proposed function centre, 39-room accommodation offering, a high-energy sports bar, a newly designed bistro and a stylish cocktail lounge.

4. Demand and Market Drivers

4.1 Attractions and Demand Drivers

There are a range of attractions that drive tourism visitation in Liverpool. These include:

- **Warwick Farm Racecourse:** This racecourse offers a racing experience with a country feel, located along the banks of the Georges River.
- **Casula Powerhouse Arts Centre:** A cultural facility and multi-disciplinary arts centre.
- **Casula Parklands:** A versatile park with play areas for different age groups, catering to infants, children, and adults.
- **Ed.square Town Centre:** A hub in South West Sydney featuring shopping, entertainment, Event Cinemas, Eat Street, and fresh food markets.
- **Westfield Liverpool:** A retail destination offering a variety of fashion, beauty, food, and lifestyle stores.
- **Liverpool Regional Museum:** Established in 1989, this museum preserves and promotes Liverpool's cultural heritage through collections, exhibitions, and public programs.
- **Australian Army Museum of Military Engineering:** A museum dedicated to the history and achievements of military engineering in Australia.
- **Lions Lookout:** A scenic lookout offering views over Liverpool and the surrounding area.
- **Fashion Spree Liverpool:** A factory outlet providing a range of fashion brands at discounted prices.
- **Lighthorse Park:** A riverside park suitable for relaxing strolls.
- **Luddenham Raceway:** A motorsport complex featuring a car and bike circuit and an outdoor go-kart centre.

Liverpool also hosts an active major events calendar featuring a variety of community and cultural events throughout the year that attract almost 200,000 visitors:

- **Motherland African Festival:** Held from April 11-13 at Macquarie Mall, celebrating African culture with music, dance, and food.
- **Most Blessed Nights:** Taking place from April 17-20 at Macquarie Mall, featuring vibrant cultural experiences.
- **NAIDOC Celebrations:** Celebrating the history, culture, and achievements of Aboriginal and Torres Strait Islander peoples.
- **EuroFest:** A festival celebrating European culture.
- **BlakFire Festival:** Showcasing Indigenous culture and arts.
- **Starry Sari Nights:** Celebrating South Asian culture.
- **Arabian Nights:** Celebrating Middle Eastern culture with music, dance, and food.
- **Anzac Day:** Commemorated on April 25, George Street transforms into a vibrant bazaar.
- **Winter Blast:** A winter-themed event with various activities and entertainment.
- **Christmas in the Mall:** Festive celebrations in the lead-up to Christmas.
- **Christmas Lights Trail:** A festive trail featuring beautifully decorated homes and streets.
- **Southwest Sessions:** A series of music events.
- **Street Food Market:** Offering a variety of street food from different cultures.
- **Bigge BBQ 2025:** A community BBQ event.
- **Lanterns and Lights:** A three-day festival in February that features food, dancing, cultural performances and food celebrating a variety of Asian cultures.
- **Liverpool Garden Competition:** Encouraging local residents to showcase their gardening skills.

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4.2 Market Drivers

The Liverpool market has two key market drivers for the future:

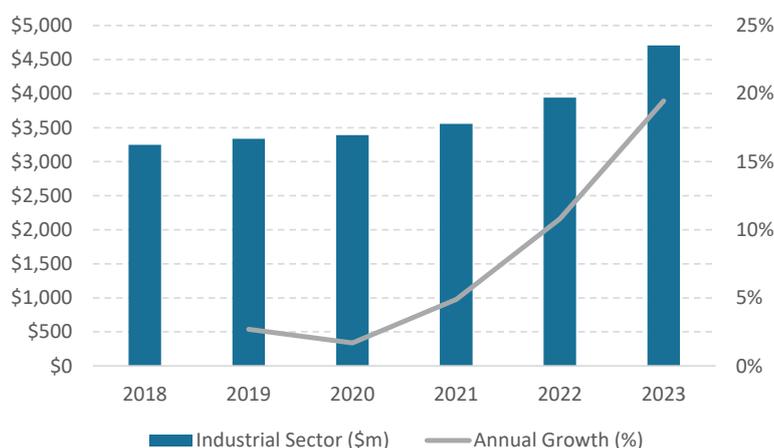
- Growth in the industrial sector, a key driver for the business market
- Population growth, a key driver for the VFR market

Industrial Sector

Liverpool is an industrial centre for Sydney and New South Wales. The industrial sector locally has grown significantly over the last five years (Figure 4.1) and is anticipated to grow further into the future. Liverpool is home to the Moorebank Intermodal Terminal and the Western Sydney Employment Area (WSEA), the largest undeveloped industrial precinct in the Sydney region, representing 60% of all undeveloped industrial land in the region. Additionally, the new Western Sydney International Airport has significant employment lands included in the broader precinct.

The future growth of the industrial sector locally will drive demand for business travellers, creating future demand for short-term accommodation.

Figure 4.1. Industrial Sector Growth, Liverpool



Note: Industrial sector includes manufacturing, wholesale trade and transport, postal and warehousing industries.
Source: EconomyID (2025).

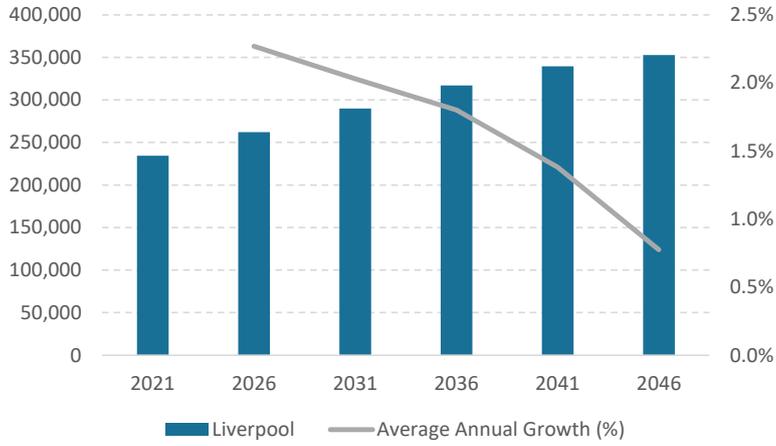
Population Growth

Liverpool is one of the fastest growing local government areas in New South Wales. By 2046, the population is expected to exceed 350,000 (Figure 4.2). The growing population will drive demand for the VFR market. Additionally, as the local population (and surrounding LGAs) continue to grow, the increase in people will also drive demand for the local hospital (which is currently undergoing a significant expansion). Population growth will also drive demand for medical related overnight stays.

New South Wales receives the largest proportion of international students and international students have become an important source for international visitor nights in commercial accommodation. While there are conflicting policy debates current occurring, the recent growth in international students has been significant (Figure 4.3) and the sector has potential to drive demand for overnight accommodation.

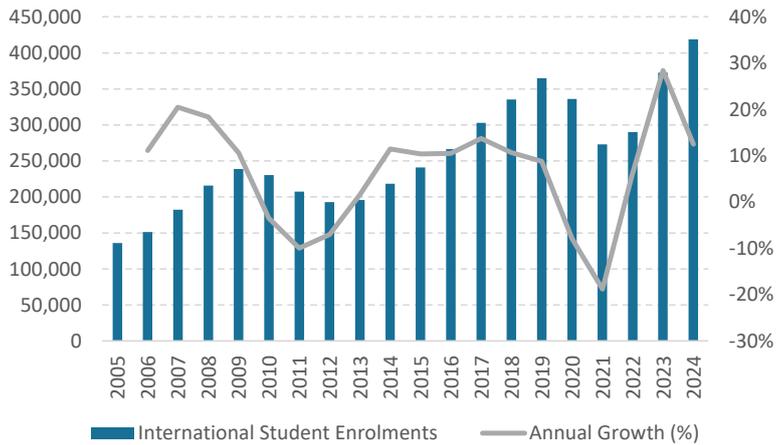
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Figure 4.2. Population Growth, Liverpool



Source: ForecastID (2025).

Figure 4.3. International Student Enrolments, New South Wales



Source: Department of Education (2025).

5. Hotel Investment Dynamics

5.1 Hotel Investment Process

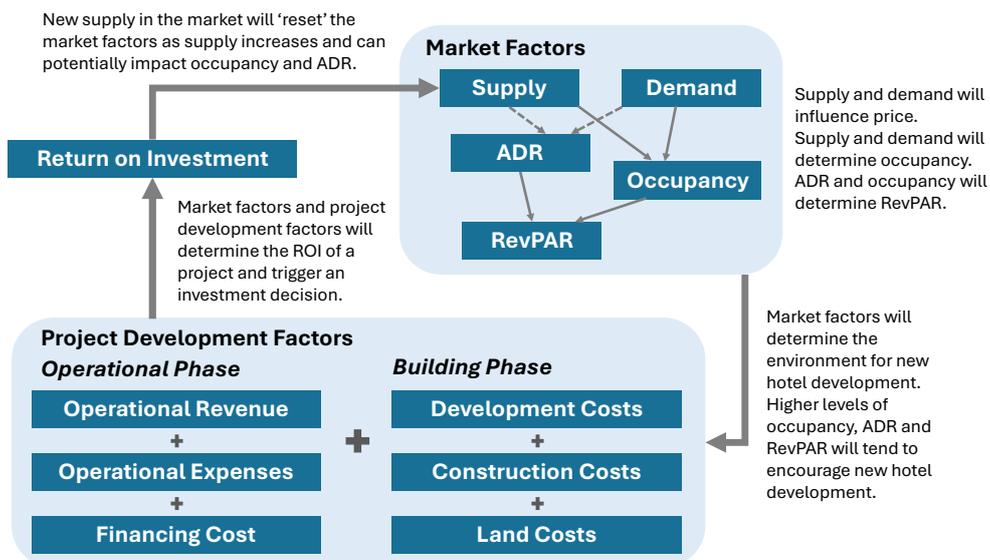
Investment into a new hotel typically follows a market driven process (Figure 5.1). As a market grows (hopefully) demand increases over time. As supply remains stable, occupancy rates will increase. ADR often increases as well, as growing demand seeks out a dwindling supply of rooms (as occupancy increases, there are fewer rooms available).

Developers or investors witnessing a market with high occupancy and ADR growth, may be satisfied that these expected future operating parameters can justify the cost of land, development and construction, thereby providing a return on investment. Unfortunately, as the subsequent supply increases after a new hotel is delivered, occupancy and ADR can decrease (unless there is a continued increase in demand).

As highlighted in Figure 5.1, market factors as well as project development factors all need to align in order to provide a suitable, expected return on investment.

However, there are numerous barriers to development (refer Section 5.2) that heavily impact on the development and construction phase and often provide numerous, market based dis-incentives to investment into new hotels.

Figure 5.1. Hotel Investment Process



Source: Lucid Economics

The other unique facet to short term accommodation development is the participants. Traditionally across Australia, there have been three key participants in short term accommodation development:

- **Property developer:** the property developer secures land and development approval and then seeks to sell the finished product to an investor. The property developer takes on all development and construction risk and seeks to make a profit margin on the sale of the finished building to an investor.

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- **Investor/Owner:** the investor purchases the property from a developer and seeks to generate a return on investment from the operations of the hotel. The investor/owner takes on all the operational risk of the hotel and often would engage a hotel operator.
- **Operator:** the hotel operator takes on the day to day operations of the property, often through a management contract, which specifies payment from the owner to the operator (often a mix of a percentage of the gross and net revenue) as well as operating parameters. For example, through a management contract, the general manager of the hotel is often an employee of the hotel management company (i.e. Accor, IHG, Marriot, etc.) and the owner cannot direct the general manager in terms of what the property should be charging in terms of average daily rate. The hotel management company often provides some cost savings through food and beverage purchasing power as well as marketing benefits through its brand and network. While the operator has operational risk, given the fee structure, this operational risk is somewhat managed.

For traditional hotel development, each one of these participants have a profit motive that has to be met. In the current environment, existing hotels can often be purchased at a rate that is below the replacement cost, which puts considerable pressure on the developer and the ability to generate a profit margin from building a new hotel. Given this situation, there have been examples in the market of a business entity taking on all three roles (i.e. developer, owner and operator) in order to condense the profit motive and generate a sufficient return on investment for the new development.

Relative to other asset classes, there are generally one or two participants. For example, for a residential development, the developer is the single entity involved and seeks to make a profit on the sale of the individual units, relative to the development and construction costs. For a commercial office development, the developer may sell the building to an owner or an investor may engage a developer to deliver the building.

5.2 Barriers to Development

There are numerous market-based barriers to hotel development that provide natural dis-incentives to invest in new hotels. These barriers include planning, economic factors, financial realities and market constraints and span across not just the development phase of the project but also its operational phase.

Development Phase Barriers

- **Competition with Other Land Uses:** hotels often require prime real estate, which is often highly sought after for other uses (i.e. residential, commercial, mixed-use). As such, hotel developments must compete for the same property as these alternative uses that are often easier to finance and have a different risk profile than hotels. Additionally, focusing purely on a development return, hotel developments are not the 'highest and best use' of land, relative to alternative uses.
- **High Land Costs:** successful hotel operations are often site-specific and require a central location, relatively high visibility, access to 'demand drivers' and convenient access and egress to the site. Property that has these characteristics is often only available for a higher price (due to the competition for them from other uses).
- **Access to Finance:** it can be more difficult to source hotel development and/or investment finance than it is for alternate property types, such as residential or commercial developments. Due to residential pre-sales or office/retail lease pre-commitments, property developers can more readily obtain development finance.

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New hotel developments almost always require debt finance, which requires a specialist hotel valuation. Hotel valuations are heavily impacted by the current (and likely future) hotel operating environment and are often conservative in nature, which can put downward pressure on future revenue and profitability of the development. This potentially reduced future profitability impacts valuations and a proponents perceived ability to service the debt.

- **Higher Construction Costs:** hotels have proportionally higher construction costs than other property assets (on a square metre basis), adding additional development cost and creating further pressure on financial viability. In order to comply with the Building Code of Australia, hotels (as Class 3 buildings) must have additional amenity and safety features (with additional cost), which are not required in a residential building (Class 2).
- **Development Timeframes:** like many property developments, new hotels require a significant amount of time from the purchase of a site through to the hotel opening for business. Additionally, some properties require a number of years to undertake marketing and build reputation before they are able to reach a normalised level of trading. During this period market factors can change (i.e. occupancy rates and ADR may change), resulting in financial projections of revenue and profit not being met and the expected return on investment lagging. By contrast, residential, retail and commercial office properties can often 'fix' some project revenues through pre-sales or pre-committed leases.

Operational Barriers

- **High Fixed Operating Costs:** hotels have relatively high fixed operating costs, compared to alternative land uses (i.e. residential or commercial office properties). For example, labour costs are very high in a hotel and are not relative to demand (i.e. hotels would typically be fully staffed regardless if they are operating at 50% or 90% occupancy). While fixed operating costs are high, there can be significant fluctuations in demand (and hence revenue) to pay these costs.
- **Risk Profile:** the value of a hotel is based on the operations of the business inside it. As such, hotels are faced with an operational business risk, whereas a commercial office property faces a leasing risk. As previously mentioned, commercial office leases are often long-term, providing a very different risk profile compared to the variability that a hotel can face.
- **Revenue Volatility:** there is a diverse range of factors that influence demand for a hotel at any time. Variation in demand can be considerable, translating to fluctuations in revenue. As discussed above, hotels have high fixed operating cost, so volatility in revenue greatly impacts overall cash flow, profitability and return on investment. The potential for extreme fluctuations in future revenues (and the subsequent impact on return on investment) can deter investment in a new hotel.
- **Tourism Infrastructure:** hotels generally benefit greatly from investments in other tourism infrastructure (particularly tourism infrastructure that can attract demand for a hotel). As such, investments into local demand drivers (or a lack of investment) can have an impact on demand, which can impact hotel cashflow and thus its return on investment.

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- **Long-term Performance:** given the historic volatility in the tourism sector, it is not surprising that long-term investment performance of hotels can vary. Because the value of the hotel asset is based on the cashflow and current (and expected future) profitability of the operation, hotel assets can undergo large swings in capital value (up and down). This volatility in capital values can make it more difficult for investors to understand the long-term value of the asset and has deterred institutional investors from the asset class (as it is seen as 'risky').

5.3 Current Hotel Trends

The Dransfield Hotel Future 2025 Report highlights a number of current development and operational hotel trends.

Development Trends

- **Allocation of Space:** advancements in in-room design, room efficiency, and furniture choices have created a feeling of space, allowing for a reduction in average room size across all hotel classes. This saved space can be transferred to improve amenities, appealing to contemporary guests and generating additional revenue streams.
- **Shift to Quality:** rising land and construction costs have made entry-level products less feasible in core CBD locations, paving the way for higher-quality lodging even in suburban and regional areas. This trend is driven by a focus on service as a quality distinguisher, allowing developers to deliver higher-quality products without the historical baggage of large gross floor areas.
- **Multiuse Public Areas:** hotel design is moving away from dedicated public spaces that serve a single purpose. Instead, interior design and architecture are focusing on how a single space can evolve throughout the day and week, enhancing functionality and guest experience.
- **Rationalisation of Key Count:** as guests seek more tailored and authentic experiences, the size of hotels is reducing, with developments over 250 rooms becoming less common.
- **Blurring of Asset Classes:** there is a trend towards mixed-use buildings rather than single-use structures, enhancing design efficiency and feasibility.
- **Enhancement of Existing Sites:** existing land and asset owners are exploring overnight accommodation to enhance their offerings, increasing site utilization and unlocking new service opportunities.
- **Remote Work and Co-working Spaces:** the rise of remote work is influencing hotel design, with hotels creating dedicated co-working spaces equipped with high-speed internet, private meeting rooms, and other office amenities to cater to business travellers.

Operating Trends

- **Focus on Food & Beverage (F&B):** hotels are increasing their focus on F&B, with destination restaurants or bars now considered essential for positioning the hotel and driving both room and F&B revenue.
- **Employee Wellness and Training:** hotels are investing in comprehensive wellness and training programs to attract and retain human capital, enhancing employee well-being, skill development, and engagement.
- **Use of AI and Data-Driven Decision Making:** AI and machine learning are revolutionizing hotel operations by enabling predictive maintenance, optimizing supply chains, and enhancing customer service through real-time data analysis.

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- **Enhanced Cybersecurity:** with the increasing risk of cyber-attacks, hotels are implementing advanced encryption, AI-driven threat detection, and comprehensive data protection protocols to safeguard customer data.
- **Hyperlocal Offerings:** hotels are focusing on providing hyperlocal experiences, from artwork to F&B supplies to local community partnership programs, allowing guests to connect with the local community.
- **Resilience of Supply Chains:** hotels are investing in supply chain protection measures, including diversification of suppliers, real-time tracking, and new approaches to managing Furniture, Fixtures, and Equipment (FF&E) inventory.
- **Sustainability and Green Technologies:** sustainability is becoming a necessity, with hotels incorporating green technologies and sustainable practices to minimize environmental impact. These practices can save money and drive revenue if managed correctly.

A recent CBRE report, *Bedding on Boutique Growth* (CBRE, 2023), discusses the trend towards boutique hotels, properties being smaller (~75 rooms) than traditional hotels and offering a much more specialised experience and personalised offering. The report demonstrates that this trend is supported by market evidence of boutique hotels generating higher occupancy rates and ADRs. Combined with trends identified in the Dransfield Report, there is a trend for more bespoke accommodation offerings, with a narrow focus often catering to a specific niche market, for example, health and wellbeing retreats, themed properties offering a signature experience or even destination properties where guests spend their entire visit on the property.

These trends are important to consider in the context of encouraging future investment and development of hotels in Liverpool.

6. Future Demand

6.1 Gaps and Future Opportunities

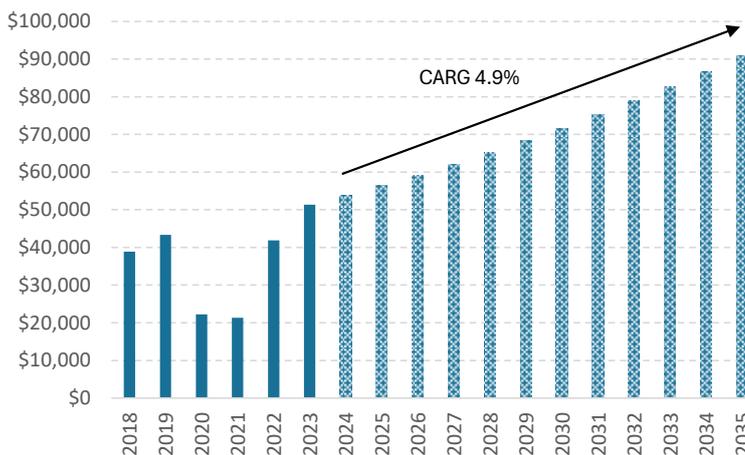
Based on the research conducted for this project and the analysis in this report, there are a number of potential gaps in the current offering and future accommodation opportunities, including:

- High standard, business focused (likely branded) hotel located in the CBD that can cater to the growing business market in Liverpool. The success of the Meriton Suites demonstrates that there may be additional latent demand in the market for such an offering.
- Additional serviced apartment offering, located in the CBD, which could cater for the VFR market. By nature, this offering would likely have to be moderately priced but could also cater to the growing needs of the local market.
- Airport hotels, located at the new Western Sydney International Airport to support and cater to passengers. These properties would likely be branded hotels and largely cater to business travellers as well as those travelling for leisure or other purposes.
- Resort style, holiday park (e.g. BIG4 style caravan park) that could cater specifically for families, offering a destination property and catering to the large (and growing) population of the Sydney region.
- Themed accommodation/attraction property, similar to the Great Wolf Lodge chain in the United States, catering to families and providing families across the Sydney region an opportunity for a short-stay close to home (similar to the resort holiday park).
- Other bespoke or boutique accommodation offerings more focused on the Sydney and intra-state markets.

6.2 Future Projections

Visitor projections for Liverpool have been developed to align with the most current aspirations expressed by the State Government in the Visitor Economy Strategy 2030 Review (State of NSW, 2024). This document identifies the ambition to achieve a stretch goal of growing visitor expenditure in the State from \$51.4 billion in 2023 to \$91 billion in 2035 (Figure 6.1), representing an average annual growth rate of 4.9% per year.

Figure 6.1. Visitor Expenditure, New South Wales (\$m)



Note: CARG – compounded annual rate of growth.
Source: State of NSW (2024)

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Aligning to the State Government projections as well as the overall visitor projections in the *Liverpool Baseline Visitor Figures 2025 Report*, Liverpool could see visitor nights spent in hotels exceed 600,000 by 2035 (Figure 6.2). Using the most recent persons per room data from the ABS (ABS, 2016), this level of demand would support almost 500,000 room nights sold in Liverpool. The analysis indicates that the market has a current shortfall of 47 rooms and without any new supply, the Liverpool hotel market would be completely full by 2029 (Figure 6.3). Maintaining a 75% annual market occupancy rate, **Liverpool will require an additional 789 hotel rooms by 2035** (Figure 6.4).

Western Sydney International Airport

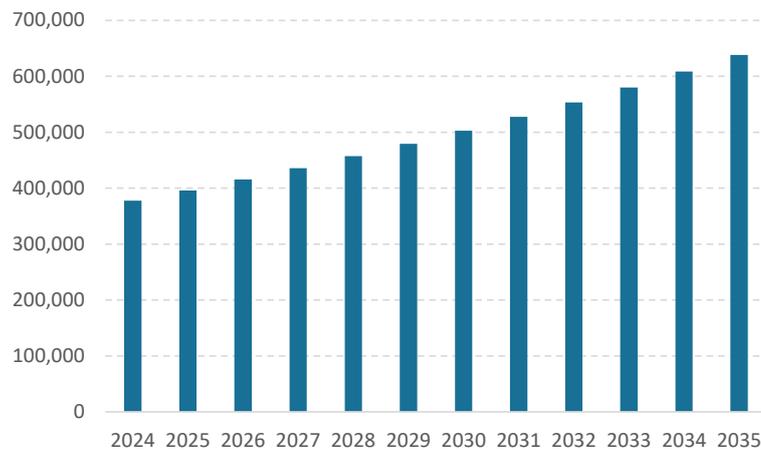
Airports are significant demand drivers for hotels. Many passengers often require overnight accommodation in direct proximity to the airport in order to meet their flight time requirements.

The Western Sydney International Airport is expected to service 4 million passengers in its first year of operations (WSIA, 2025), before expanding to 10 million passengers in 2031. By 2063, the airport could handle 82 million passengers (DITRDC, 2020).

Using a variety of benchmarks from around Australia, the Western Sydney International Airport could attract between 200 and 500 hotel rooms by 2031, the equivalent of 1-2 large, internationally branded hotels or 2-3 medium sized hotels (or a mix thereof).

The Business Precinct Stage One Major Development Plan has identified a development site for one hotel with 154 rooms. Based on the benchmarking, this provision may be insufficient.

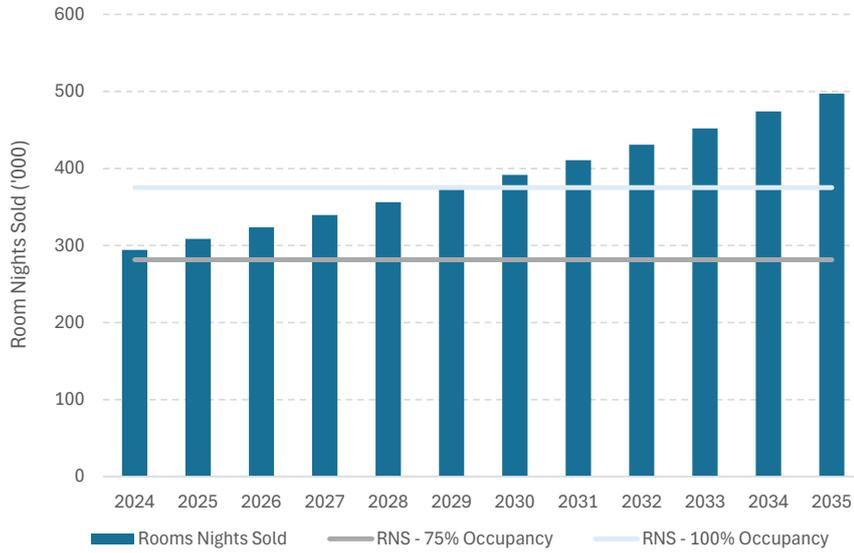
Figure 6.2. Visitor Nights (in Hotels), Liverpool



Source: State of NSW (2024); STR Global (2025); ABS (2016); Lucid Economics.

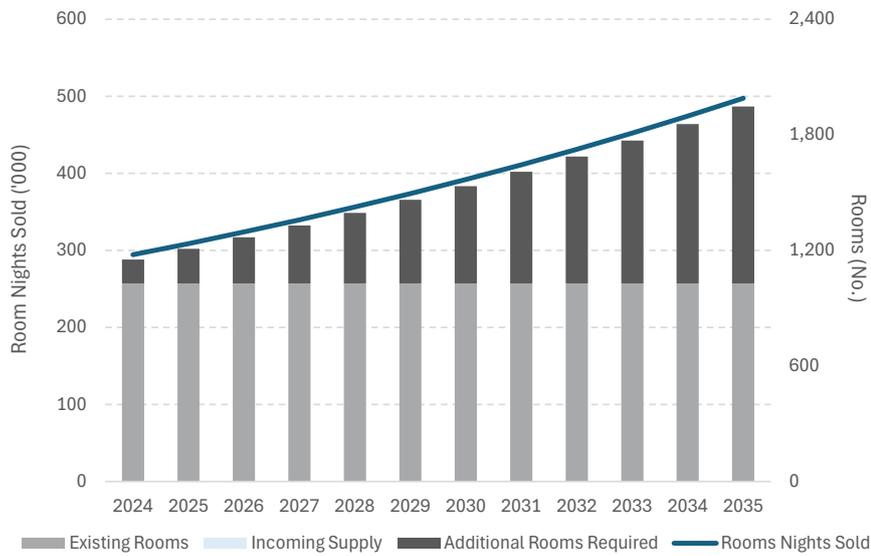
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Figure 6.3. Future Room Nights Sold, Liverpool



Source: Lucid Economics.

Figure 6.4. Future Hotel Supply and Demand Balance, Liverpool



Note: 75% occupancy benchmark used to identify supply/demand balance in the market.
Source: Lucid Economics.



Maintaining a Healthy Supply and Demand Balance

In terms of the appropriate supply and demand balance in the market, properties operating at 70% annual occupancy should be able to generate a sufficient level of revenue to pay their operating expenses and still have an appropriate level of profit (relative to their investment). As a property's occupancy rate increases towards 80% and above, revenue will generally increase at a more rapid rate, increasing levels of profit at increasing rates, which continues as the property nears 90%-95% occupancy. The reason for this disproportionate rise in profit is dynamic pricing and the fact that prices generally rise as a market become tighter and short term accommodation availability dwindles.

Generally speaking, as a market surpasses 75% annual occupancy, it will have been 100% booked out on a number of occasions throughout any 12-month period. Naturally, once fully booked on a given night, the property can no longer accept additional guests, which are effectively lost to this particular property.

Below 70% annual occupancy, it can become difficult to generate a sufficient profit to maintain the property and provide a return on investment. At an annual occupancy rate of 50% or below, the owner is likely unable to generate a profit and the only way to maintain financial viability is to restrict operational expenditure, which often includes regular maintenance and rejuvenation expenses as well as any owner/operator salaries being foregone.

These dynamics can apply across a short term accommodation market as well. If there is not enough short term accommodation, the destination becomes 'full' and travellers cannot visit the destination nor can any of the economic benefits from tourism be generated. If there is insufficient demand, existing and any new operators can struggle.

When seeking to attract investment into short term accommodation, it is important to understand these dynamics between supply and demand and maintain a healthy supply and demand balance.

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