

AGENDA

GOVERNANCE COMMITTEE MEETING

14 May 2024



You are hereby notified that a **Governance Committee Meeting** of Liverpool City Council will be held at **LIVERPOOL CIVIC PLACE, 11.08 BOARDROOM WIRRIGA (GOANNA), LEVEL 11, 50 SCOTT STREET, LIVERPOOL NSW 2170** on **Tuesday, 14 May 2024** commencing at 10.00am.

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 7746.

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

Jason Breton
ACTING CHIEF EXECUTIVE OFFICER

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ITEM 01	Voluntary Planning Agreement Status Report - April 2024
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Strategic Objective	Visionary, Leading, Responsible Demonstrate a high standard of transparency and accountability through a comprehensive governance framework
File Ref	128468.2024
Report By	Yee Lian - Contributions Planning Officer
Approved By	Mark Hannan - Acting Director Planning & Compliance

EXECUTIVE SUMMARY

The purpose of this Report is to provide a summary of activity associated with Voluntary Planning Agreements (VPAs), including offers under review, executed VPAs, land and monetary contributions.

RECOMMENDATION

That the Committee receives and notes this Report.

REPORT

Attachment 1 of this Report provides a status update of live Voluntary Planning Agreements (VPAs) up to 30 April 2024. The list currently includes:

- One (1) VPA Letter of Offer;
- Four (4) VPAs In-Draft and/or under Negotiation;
- 18 Executed VPAs (including four requesting to be revoked); and
- Six (6) completed VPAs.

FINANCIAL IMPLICATIONS

There are no financial implications relating to this recommendation.

CONSIDERATIONS

Economic	There are no economic and financial considerations.
Environment	<p>Manage the environmental health of waterways.</p> <p>Manage air, water, noise and chemical pollution.</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>
Social	There are no social and cultural considerations.
Civic Leadership	<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>
Legislative	<p>Include any relevant legislation and section here.</p> <p>There are no legislative considerations relating to this Report.</p>
Risk	There is no risk associated with this Report.

ATTACHMENTS

1. VPA Status Report to Council as at April 2024

ITEM 02

Development Assessment

Strategic Objective	Liveable, Sustainable, Resilient Deliver effective and efficient planning and high-quality design to provide best outcomes for a growing city
File Ref	129008.2024
Report By	William Attard - Manager Development Assessment
Approved By	Lina Kakish - Director Planning & Compliance

EXECUTIVE SUMMARY

This report is prepared to table a snapshot of key Development Assessment (DA) statistics.

RECOMMENDATION

That the Committee receives and notes the Development Assessment report.

REPORT

The following key Development Assessment (DA) statistics are provided:

Development Applications and Class 1 Appeals

Period of Development Assessment Statistics (April 2024)	
Outstanding DAs and Appeals – 31 March 2024	291 DAs / 39 Appeals
Outstanding Referrals – 31 March 2024	201 Referrals
Planning Application Numbers (PANs) – April 2024	
- PANs Received	132 PANs
- PANs Lodged / Returned	79 / 81 PANs
Referrals Issued / Completed – April 2024	335 / 312 Referrals
Development Applications (DAs) – April 2024	
- DAs Approved	51 DAs
- DAs Refused	12 DAs
- DAs Withdrawn	4 DAs
Class 1 Appeals (Appeals) – April 2024	
- Appeals Lodged - Deemed Refusal / Council Determination	0 / 0 Appeals
- Appeals Upheld - s34 Agreement / Hearing	3 / 0 Appeals
- Appeals Dismissed / Terminated	0 / 0 Appeals
- Appeals Withdrawn	0 Appeals
Outstanding DAs and Appeals – 30 April 2024	286 DAs / 36 Appeals
Outstanding Referrals – 30 April 2024	218 Referrals

Development Application (DA) Determination Statistics (April 2024)	
DAs Approved	51 DAs
- Total Capital Investment Value (CIV) (\$)	\$29.6M CIV
- New Lots Approved	34 Lots
- New Homes Approved	45 Homes
- Contribution Fees Raised (\$)	\$3.5M Contributions
DA Fees Released from Trust (\$) – All Determinations	\$179k Fees
Average Determination Timeframe	
- Current Financial Year	242 Days
- Month Including / Excluding Stop the Clock – April 2024	184 / 183 Days

Development Assessment (DA) Team Vacancy (Technical Officers Only)

Position	Positions	Vacancy
Principal Planner	1	0
Senior DA Planners	8	1 (Under Recruitment) 1 (Started 15/04/2024)
Senior Planning Advisory Officers	3	1 (Under Recruitment) 1 (Started 29/04/2024)
DA Planners	17	0
Student Planners	4	1
Duty Officers	2	0

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	Undertake communication practices with the community and stakeholders across a range of media. Provide information about Council's services, roles and decision making processes.
Legislative	There are no legislative considerations relating to this report.
Risk	There is no risk associated with this report.

ATTACHMENTS

Nil

ITEM 03	Draft Tree Management Framework (Tree Policy, Tree Management Strategy, and Tree Management Technical Guidelines)
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Strategic Objective	Liveable, Sustainable, Resilient Deliver and advocate for a sustainable, cool and green city
File Ref	132419.2024
Report By	Ariz Ashraf - Acting Coordinator City Design & Public Domain
Approved By	Mark Hannan - Acting Director Planning & Compliance

EXECUTIVE SUMMARY

This Report has been prepared to inform Council of the Draft Tree Management Framework and seeks endorsement to publicly exhibit for Framework. The three (3) Tree Management Framework documents – Tree Policy, Tree Management Strategy and Tree Management Technical Guidelines – will replace Council’s existing Tree Management Policy (2016).

Currently, the Liverpool LGA has an average tree canopy coverage of approximately 23%, with 37 of the 43 suburbs having less than the average and two thirds having below 15%.

When compared to the 33 other Local Government Areas (LGA) across Greater Sydney, the Liverpool LGA is placed 17th. However, large expanses of natural and rural areas like the Holsworthy Barracks (at 62% canopy cover) skew the data. Excluding the Holsworthy Barracks, the Liverpool LGA’s estimated average canopy coverage is much lower at around 15% which would see Liverpool’s ranking drop from 17th to 29th when compared to other Greater Sydney Councils

As such, the Liverpool LGA (and Western Sydney in general) experiences higher temperatures than most other urban areas in Sydney and is subject to the impacts of the urban heat island effect, which negatively influences the community and environment. The increasing temperatures, and limited tree canopy cover, is placing increasing importance on trees and their role in our community and the urban environment.

As a targeted growth centre, the Liverpool LGA is set to increase significantly in population and density over the coming decades. Higher density living comes with many challenges and impacts on our health and wellbeing. A thriving urban forest of street trees, park trees and private trees, can help counter many of these challenges and better prepare Liverpool for a warmer future.

Council’s Tree Management Framework is a major step forward in reinforcing our commitment for a sustainable, cool, and green city by establishing a robust strategic and procedural

framework for the installation, protection, management, and maintenance of all trees within the Liverpool LGA.

The Tree Policy, Tree Management Strategy and Tree Management Technical Guidelines have been developed in consultation with multiple internal teams across Council, that are directly involved in the planning, implementation, maintenance, protection, management, approvals and/or enforcement of tree-related matters across the Liverpool LGA.

RECOMMENDATION

That the Committee:

1. Notes and receives this Report;
2. Endorses the Draft Tree Management Framework documents (Tree Policy, Tree Management Strategy and Tree Management Technical Guidelines) for public exhibition for a minimum period of 28 days in line with the Liverpool Community Participation Plan.
3. Notes that a Final Report will be brought back to Council post-public exhibition summarising submissions received, and seeking Council endorsement on a Final Tree Management Framework.

REPORT

Background

Endorsed in 2016, the current Tree Management Policy (Policy) was intended to maximise and promote the preservation of existing trees within Liverpool and provide procedures to guide the management of trees on both public and private land. However, the Policy alone struggles to:

- encompass the complexity of tree-related issues faced by Council;
- align with Council's broader strategic vision;
- establish specific strategic targets;
- meet current NSW Government objectives/initiatives;
- fully realise the value and benefits of trees within the community; and
- provide best practice guidelines for the installation, protection, management, and maintenance of trees throughout the Liverpool LGA.

As such, the opportunity to strengthen Council's tree management capabilities was identified alongside the NSW Government's Urban Greening initiatives, by reinvigorating Council's Tree Management Framework to encompass all activities related to the management of trees across the Liverpool LGA.

Draft Tree Management Framework (TMF)

The Tree Policy, Tree Management Strategy and Tree Management Technical Guidelines, will collectively form Council's Draft Tree Management Framework that will inform and guide all relevant tree-related matters and activities across the Liverpool LGA.

Draft Tree Policy (TP)

The Draft Policy establishes the overarching purpose, strategic framework, legislative requirements, scope and objectives for the implementation and enforcement of Councils' tree management responsibilities across the Liverpool LGA. The Draft Policy includes the identification of various objectives under the following five (5) core topics:

1. Tree Protection and Preservation;
2. Tree Planting and Species Selection;
3. Tree Maintenance and Removal;
4. Risk and Asset Management for Trees; and
5. Community Consultation and Involvement.

Draft Tree Management Strategy (TMS)

The Strategy, assesses our tree assets, analyses internal and external factors affecting the management of trees, and develops strategic directions. These directions feed into respective actions to guide Council in the realisation of our core goals, being:

- To establish best practice standards and processes for mitigating the effects of climate change and urban heat, through increased and improved tree canopy;
- To highlight the importance of canopy cover in creating a healthy and more liveable and resilient urban environment;
- To increase the diversity of trees within our urban areas while still selecting trees that are suitable for the local conditions and future climate;
- To improve the health and longevity of our trees;
- To improve the soil and ground conditions to enable trees to grow successfully;
- To identify opportunities to maintain and increase canopy cover;
- To improve our urban ecology; and
- As a tool to obtain funding for tree planting initiatives.

The ten (10) Strategic Directions included within the Draft TMS include:

1. Manage Trees as Assets
2. Increase Canopy Cover
3. Best Practice Management
4. Manage Tree Risks
5. Link the Green and Blue
6. Promote Private Trees
7. Build Capacity

8. Community Engagement
9. Manage Development Impacts
10. Policy Alignment

Draft Tree Management Technical Guidelines (TMTG)

The Tree Management Technical Guidelines is a vital part of the Framework, delivering the practical and detailed guidance and procedures for carrying out all tree-related management decisions including requirements for tree-related design, selection, and installation, as well as procedures for the assessment, management, and maintenance of our trees. The Draft TMTG will be an critical tool used by Council staff, land managers, contractors, the community, and developers for the management of trees across the Liverpool LGA.

The Draft TMTG specifically provides directions and standards for managing trees and tree-related requests, actions and standards required for the removal, pruning and planting trees on Council land, and a standardised approach to ensure uniformity and consistency in the maintenance and management of trees on Council land. The detailed sections of the Draft TMTG cover Tree Preservation, Tree Planting and Selection, and Tree Maintenance, as well as standard drawings and specifications to guide the practical implementation of tree plantings on both public and private land across the Liverpool LGA.

Funding

Implementation of the Tree Management Framework will require additional resources to achieve the Framework goals and objectives once endorsed. Appropriate funding, both recurrent and one-off capital injections, will need to be provided as part of a resourcing strategy within Council's Long-term Financial Plan. The project-related actions within the Framework are proposed to be funded from various sources, including the following:

- Planning Proposals (PP), Development Assessment (DA) Applications and Voluntary Planning Agreements (VPAs);
- Contributions;
- Grant funding;
- The Western Sydney City Deal;
- Council funding (including capital works projects and recurring maintenance); and
- Corporate sponsorships or philanthropic project contributions.

FINANCIAL IMPLICATIONS

As this Report is seeking endorsement for public exhibition only, there are no direct financial implications relating to the recommendations.

CONSIDERATIONS

Economic	Facilitate economic development.
Environment	<p>Utilise the Western Sydney City Deal agreement to enhance the liveability and environment of the LGA.</p> <p>Manage air, water, noise and chemical pollution.</p> <p>Protect, enhance and maintain areas of endangered ecological communities and high quality bushland as part of an attractive mix of land uses.</p> <p>Raise community awareness and support action in relation to environmental issues.</p>
Social	Preserve and maintain heritage, both landscape and cultural as urban development takes place.
Civic Leadership	<p>Act as an environmental leader in the community.</p> <p>Foster neighbourhood pride and a sense of responsibility.</p> <p>Actively advocate for federal and state government support, funding and services.</p>
Legislative	Council's legislative requirement around trees, tree related risks and tree management procedures.
Risk	<p>The risk is deemed to be low.</p> <p>The risk is considered within Council's risk appetite.</p>

ATTACHMENTS

1. Draft Tree Policy - May 2024
2. TMP Adopted by Council 2016 - May 2024 Track Changes
3. Draft LCC Tree Management Strategy - May 2024
4. Draft LCC Tree Management Technical Guidelines - May 2024

ITEM 04

**Liverpool Heritage Advisory Committee of 17
July 2023**

Strategic Objective	Healthy, Inclusive, Engaging Embrace the city's heritage and history
File Ref	134645.2024
Report By	Thomas Wheeler - Heritage Officer
Approved By	Mark Hannan - Acting Director Planning & Compliance

EXECUTIVE SUMMARY

On 17 July 2023, a meeting of the Liverpool Heritage Advisory Committee was held. The Meeting were subsequently tabled at the Ordinary Meeting of Council on 27 September 2023 (CTTE 05) where Council resolved to:

That Council defer this item to the Governance Committee Meeting.

This Report is in response to this Resolution.

RECOMMENDATION

That the Committee:

1. Receives and notes the Meeting Minutes of the Liverpool Heritage Advisory Committee Meeting of 17 July 2023.
2. Endorses that any gateway signage into the Liverpool Local Government Area (LGA) recognises the First Nations and Colonial history of Liverpool.
3. Develops a Naming Policy for future Council buildings, spaces, streets and places that recognises the First Nations, Colonial, European and Migrant histories of the Liverpool LGA.
4. Considers the naming of one of the community rooms within the Lurnea Community Hub after George Bates.

REPORT

On 17 July 2023, a meeting of the Liverpool Heritage Advisory Committee was held and a copy of Meeting Minutes is provided in Attachment 1.

There are no motions or actions within the Minutes that will have a financial implication for Council.

The key motions of the Meeting as identified in the recommendations of this Report are outlined below:

Gateway Signage

Previously, the gateway signage into the Liverpool LGA acknowledged the colonial significance of the area and that Liverpool was the first Macquarie Town.

Recent discussions with the Aboriginal Consultative Committee has indicated a desire to update the existing gateway signage and include an Acknowledgement of Country (First Nations heritage).

The Heritage Advisory Committee supports this approach, however, a comprehensive approach that acknowledges both the Colonial and First Nations heritage of Liverpool is the preferred outcome.

Therefore, the Committee recommends that any gateway signage into the Liverpool LGA acknowledges the first peoples of the Dharug and Dharawal nations, as well as Liverpool being the first Macquarie Town.

Civic Place and Internal Meeting Rooms

Concern was raised by the Committee that current approaches to naming conventions within Civic Place ignore the Colonial, European and Migrant heritage of the Liverpool LGA.

The Committee recommends that any names of meeting rooms, spaces or venues within the Civic Place development be reviewed by the Liverpool Heritage Advisory Committee for the consideration of including a diverse range of names that recognises the First Nations, Colonial, European and Migrant histories of the Liverpool LGA.

Lurnea Community Hub

With the redevelopment of Phillips Park in Lurnea, the George Bates Hall was demolished, and the Lurnea Community Hub building replaced it. George Bates was a local philanthropist who as a member and grandmaster of the Liverpool branch of the Ancient Order of Foresters for some 30 years during the 1940s to 60s, supported the needy in the local community. After retiring and moving to Lurnea to live with his sister near Phillips Park, George Bates continued to support the needy.

The Committee recommends that a meeting room or space within the Lurnea Community Hub acknowledges George Bates and his contribution to the community of Lurnea.

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	Preserve and maintain heritage, both landscape and cultural as urban development takes place.
Civic Leadership	There are no civic leadership and governance considerations.
Legislative	There are no legislative considerations relating to this report.
Risk	The risk is deemed to be low.

ATTACHMENTS

1. Liverpool Heritage Advisory Committee Minutes 17 July 2023.

ITEM 05

IT Strategy Development

Strategic Objective	Visionary, Leading, Responsible Place customer satisfaction, innovation and best practice at the centre of all operations
File Ref	131113.2024
Report By	John Hanlon - Chief Information Officer
Approved By	Michelle Mcilvenny - Director Customer & Business Performance

EXECUTIVE SUMMARY

The Customer Experience and Business Performance Directorate has been actively baselining Council’s long-term technology strategy to support the growth of the Liverpool Local Government Area. The strategy will be constructed around 4 key areas: Workforce Alignment, Cybersecurity Uplift, Single-Source Solution and a Reporting and Analytics Platform.

RECOMMENDATION

That the Committee receives and notes this report.

REPORT

The Business Performance function in the Customer Experience and Business Performance Directorate is in the process of developing a Continuous Improvement Program (CIP) to increase Council’s performance through excellence in leadership, process management and digital transformation.

The CIP will be built under the guiding principles of the [Australian Business Excellence Framework](#), with a focus on the principles below for Council;

- Doing more with the same (or less)
- Customer at the centre
- People at the heart
- Removing red tape
- Innovation in all areas

The Information Technology Team are in the process of developing a long-term strategy to support the growth of the Liverpool LGA and to meet the changing needs of the business and the community we serve. A review of existing work is being completed along with some

cornerstone projects to improve the operations of the team. The strategy aligns with the pillars and principles of the CIP.

Below is a summary of the cornerstone projects.

Leadership Excellence

Over the last 6 months a service review, workforce realignment and benchmarking exercise have been completed to review the functions and structure of the Information Technology Team to;

- ensure that it effectively supported the organisation now and into the future.
- respond to the significant loss in knowledge through the loss of multiple key staff over the preceding 12 months.
- move its focus from maintenance of existing systems to meeting the emerging needs of the organisation.
- support it being focused on internal and external customer needs rather than technology focused.

The resulting structure has two overriding principles;

- Removing the reactive process-driven approach and becoming a driving force in value creation.
- Embedding the Customer Experience into the core of every role.

These principles will be realised across 3 focus areas;

- Enabling the business to function by managing and maintaining existing systems.
- Transforming the way we do business through the introduction of new technologies.
- Illuminating the significance of new and existing datasets to allow for data-driven decision making.

The coordinator roles, in the revised structure, bring operational stability to the team, with the areas focusing on;

- reducing response times to customers, reducing unnecessary red tape, and improving customer satisfaction.
- increasing service reliability, improving cybersecurity and better leveraging existing system capabilities.
- holistic portfolio management, increased pace of project delivery and a simplified enterprise architecture.
- leveraging and exposing existing corporate data for greater customer insights.

Process Efficiency

Cybersecurity is an increasing threat for all organisations. Over the past six months, the team has been working on the development of a cybersecurity framework and increasing

organisational maturity to detect and prevent cyber threats. By focusing upon a governance, risk and compliance (GRC) approach, in line with recommendations from Cyber NSW and the Australian Signals Directorate, the team is implementing a multi-faceted approach to reduce organisational risk. An initial baseline assessment identified over 350 vulnerabilities within Council’s systems. Over the last six months over 50% of these items have been closed out including all items with a high or critical rating. Work continues to further strengthen Council’s security posture.

Digital Innovation

Council currently has many disparate corporate systems with little integration between them. This results in a large amount of double data entry by Council employees as well as creating a segmented environment that prevents a holistic view of Council operations. Consolidation of these systems into a single-source solution will allow for redesign of business processes to cut through red tape and deliver services to our community faster and with more transparency.

A centralised reporting and analytics platform will be established to bring together data from several sources across Council providing a single view to allow Executives and Council members to make informed data-driven decisions. By having near real-time data at hand, assumptions can be immediately tested to ensure that all decisions focus upon maximising value for our community by doing more with the same level of funding.

This is inline with the Council resolution to progress to implement an enterprise software solution, known as Single Source Software Solution.

FINANCIAL IMPLICATIONS

Costs associated with development of the IT strategy have been included in Council’s budget for the current year and long-term financial plan.

Any additional costs associated with the change to the structure have been proposed in the 24/25 Draft budget and will be phased across future budgets.

CONSIDERATIONS

Economic	There are no economic considerations.
Environment	There are no environmental and sustainability considerations.
Social	There are no social and cultural considerations.

Civic Leadership	<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>
Legislative	<p>There are no legislative considerations relating to this report.</p>
Risk	<p>The risk is deemed to be Medium.</p> <p>Inadequate information systems caused by failure to transform and invest in technology systems resulting in inability to keep pace with evolving community needs. The risk is considered within Council's risk appetite.</p>

ATTACHMENTS

Nil

ITEM 06

Customer Experience Framework and Program Update

Strategic Objective	Visionary, Leading, Responsible Place customer satisfaction, innovation and best practice at the centre of all operations
File Ref	137266.2024
Report By	Anna Rizos - Manager Customer Experience
Approved By	Michelle Mcilvenny - Director Customer & Business Performance

EXECUTIVE SUMMARY

Implementation of the Customer Experience Framework and Program continue across the organisation, with this paper being a progress update for the Mayor and Councillors. The community and Council vision continue to drive the direction and influence of the culture change with a focus on Customer at the Centre, People at the heart.

RECOMMENDATION

That the Committee receives and notes this report.

REPORT

The Business Performance function in the Customer Experience and Business Performance Directorate is in the process of developing a Continuous Improvement Program (CIP) to increase Council's performance through excellence in leadership, process management and digital transformation.

The CIP will be built under the guiding principles of the [Australian Business Excellence Framework](#), with a focus on the principles below for Council;

- Doing more with the same (or less)
- Customer at the centre
- People at the heart
- Removing red tape
- Innovation in all areas

The Customer Experience Framework and Program are two items that support the principles and pillars of the CIP.

The Customer Experience Framework and Program, Attachment 1, continue to be implemented across the organisation. Roadshows have commenced with each Directorates Management Team about the Framework and the Program, to start to raise awareness of the work and the commitment by Council to improve Customers Experience. The roadshows talk to leaders understanding why this is important and how they as leaders have a roll in the change program.

The information below provides an update of actions in the Program against the 4 pillars of understand, prioritise, engage and deliver.

UNDERSTAND- *deliver services that are fit for purpose.*

1. *Training Certification* – ELT have endorsed staff undertaking a course related to writing with a customer focus. This will be rolled out shortly.
2. *Develop a customer voice* – A lessons learnt session was completed with internal stakeholders after the extra bin service last year with the focus how the customer experienced the communications and service. The session identified what worked well, what could have been improved and actions to be taken. The actions are being followed through.
3. *Benchmarking best practice* – Council staff have met with Maitland Council, Hobson Council, Waverley and Bayside Council to understand their approach in improving their community experience.

Maitland Council have an excellent way to deliver online information about the number of requests made by customers and information about them on a [Mycouncil](#) application on their website. We discussed their approach and the financial and change management investment they have made and will be putting together a business case for consideration by ELT and Council.

Waverley Council have a significant investment of resources in a customer experience uplift program including implementation of live web chats with customers, online training for all staff around customer experience, surveys and awards. They also have a dedicated contractor to track and respond to socials. A social post is captured and sent to the relevant internal department for comment and a response sent back to the customer.

Hobson Council, as part of their customer experience uplift program, have created "[Tiger Teams](#)" to quickly solve customer related barriers. Teams are brought together to quickly problem solve barriers and provide solutions to increase the customers experiences of services.

PRIORITISE – *respond to requests/concerns in a timely manner.*

1. *Report regularly on customer request data* – Regular reporting to ELT continues to be enhanced and interrogated to improve service delivery and responsiveness for customers. Recently ELT considered analysis of the aging request with a focus on how the relevant areas can be supported to improve responsiveness.
2. Spot audits are being conducted on customer requests, which includes calls to customers to understand their experiences, and where necessary escalated to Managers for review and action have occurred or queries about processes happened.
3. Interactive Map – The interactive map previously presented to Council will be launched on the Councillor intranet site early May 2024.
4. Open Access – The Council knowledge base that was demonstrated to Councillors previously and installed on mobile phones will also be launched on the Councillor intranet site early May 2024.

ENGAGE – *gather sentiment, report performance and identify improvement opportunities.*

1. *Gather data* – The Customer Service Team continue to attend family fun days and community forums, this has seen a genuine engagement with the community about their individual matter and providing a commitment to reporting back to the community. The team have also been involved in the new development of the forum's new approach.

DELIVER – *improve services and report on service levels.*

1. The revised Customer Experience Policy has been circulated to Councillors and management to gain feedback on approach. Discussions continue to finalise Councils Complaints Handling Policy to launch in conjunction with the Customer Experience Policy.
2. The Customer Care Program is currently being rolled out to Managers with an opportunity to provide feedback, which attempts to provide a mechanism for more regular contact with customers about their request status.
3. *Improve service delivery* – the Council Customer Service Hub has been successfully launched in Yellamundie. The team have seen a significant increase in foot traffic to

the hub, as a result of the library customers awareness The satellite service hub for Moorebank will be launched before 30 June 2024.

4. After hours service – This service is currently provided by an external company based in Melbourne. The Team are currently investigating the feasibility of introducing this service in house.

5. New telephony system – For consideration in the 24/24 draft budget is a project to transform the call centre operation to a cloud-based solution to deliver improved experience for our residents. The system is a more comprehensive solution which aims to deliver better integration between systems and support more complex reporting and with remote access.

6. During the months of February, March and April 2024, Council received 27,030 calls to 1300 36 2170. 88.6% of the calls were handled with an average wait time of 2 minutes and talk time of 4 minutes.

FINANCIAL IMPLICATIONS

Costs associated with the telephony system of \$230k have been included in Council’s draft budget as capital expenditure.

CONSIDERATIONS

Economic	Capital expenditure for the new telephony system allocated in the draft budget for \$230k.
Environment	There are no environmental and sustainability considerations.
Social	There are no social and cultural considerations.
Civic Leadership	Deliver services that are customer focused. Operate a well-developed governance system that demonstrates accountability, transparency and ethical conduct. Actively advocate for federal and state government support, funding and services.
Legislative	There are no legislative considerations relating to this report.

Risk	The risk is deemed to be low. The most significant risk factor is reputational risk on service delivery.
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ATTACHMENTS

1. Customer Experience Framework and Program

ITEM 07	NOM 01/NOM02 - 24 APRIL 2024 - Mayoral and Elected Officials Photos Display & WW1 and WW2 Honour Boards
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Strategic Objective	Healthy, Inclusive, Engaging Embrace the city's heritage and history
File Ref	140692.2024
Report By	M'Leigh Brunetta - Civic & Executive Services Lead
Approved By	Tina Bono - Director Community & Lifestyle

EXECUTIVE SUMMARY

The following items were resolved at Council Meeting, 24 April 2024 to be discussed at a Governance meeting at a future date and that this matter be resolved within two (2) months.

NOM 01 – Elected Officials Photo Display

1. Install a historical photo display of all former and current serving Liverpool Mayors to be showcased on an appropriate wall space in Civic Place Tower.
2. Install a photo displaying all current serving Liverpool Councillors (group) to be showcased on an appropriate wall space in Civic Place Tower and include:
 - a. the names of each of the Councillors and the ward they represent.

NOM 02 – WW1 and WW2 Honour Boards

1. Note the historically significant WWI and WWII Honour Boards, that were originally displayed on walls within the Memorial School of Arts;
2. Liaise with the Liverpool Historical Society and seek approval and release of the WWI and WWII Honour Boards to be mounted on appropriate wall space such as:
 - a. The Memorial Art School;
 - b. Hilda Davis Community Hall (close to the Historical Society current location);
or
 - c. Another appropriate space that connects to Council service and military history which provides access for public viewing.

RECOMMENDATION

The the Committee:

1. Note the presentation and options provided for consideration.
2. Selects the preferred option to progress and resolve Council resolution.
3. No further report is required to Council.

FINANCIAL IMPLICATIONS

Costs associated with delivery are included in Council's operational budget for the current year within the Civic Program, Community and Lifestyle.

CONSIDERATIONS

Environment	Enhance the environmental performance of buildings.
Civic Leadership	Highlights Civic history and protocols.

ATTACHMENTS

Nil

ITEM 08

Legal Services Policy

Strategic Objective	Visionary, Leading, Responsible Demonstrate a high standard of transparency and accountability through a comprehensive governance framework
File Ref	108790.2024
Report By	David Galpin - General Counsel, Manager Governance Legal and Procurement
Approved By	Farooq Portelli - Director Corporate Support

EXECUTIVE SUMMARY

Council’s Legal Services Policy sets out arrangements for the control, coordination, management and provision of legal services for and on behalf of the Council. The report attaches a revised version of the Policy, following internal review, which Council is requested to consider and agree.

RECOMMENDATION

That the Committee agree the attached Legal Services Policy.

REPORT

Council’s Legal Services Policy sets out arrangements for the control, coordination, management and provision of legal services for and on behalf of the Council. The Policy was last considered by Council in 2019.

Following a review of the Legal Services Policy, it is considered that the policy generally works well. Some updates would be beneficial to:

- reference the potential for Councillor-initiated requests for legal advice under the Councillor Access to Information and Interaction with Staff Policy (section 4.3);
- clarify how instructions may be referred to the Legal Services Unit (section 4.2) and when written advice should be obtained (section 4.5);

- enable public reporting of the status of litigation and transactions, provided this does not waive privilege (section 4.8); and
- correct minor errors and cross-references, update role titles and otherwise tidy up the policy.

The proposed Legal Services Policy is attached with the suggested changes tracked.

It is not intended that the Legal Services Policy be placed on public exhibition. There is no legislative requirement for public exhibition and the policy is internally facing and unlikely to have direct community impact.

FINANCIAL IMPLICATIONS

Costs associated with this recommendation have been included in Council’s budget for the current year and long-term financial plan. External legal costs are met from the Legal Services budget, except where other arrangements are in place or are made to meet the requirements of individual matters:

- property acquisitions funded by contributions are met by Property Services;
- projects with capital or grant funding may make provision for legal costs;
- advice required by Council motion will identify a budget for the advice;
- work which cannot be accommodated in the Legal Services budget will require another source of funding to be identified.

CONSIDERATIONS

Economic	Efficient conduct of legal work supports orderly development in Liverpool and achievement of Council’s objectives.
Environment	Legal services support Council’s efforts to protect and enhance the environment, including by acquiring land, engaging contractors and taking appropriate action to enforce environment and planning laws.
Social	Legal work may help address social impacts, for example by addressing social impacts in planning appeals, including appropriate terms and conditions in Council contracts and taking action to enforce environment and planning laws.
Civic Leadership	The policy promotes good governance and transparency in relation to the provision of legal services.

<p>Legislative</p>	<p>Local Government Act 1993</p> <p>Local Government (General) Regulation 2021</p> <p>Pursuant to section 217(1)(a3) of the Local Government (General) Regulation 2021, Council is required to include in its annual report a summary of the amounts incurred by the council during the year in relation to legal proceedings taken by or against the council (including amounts, costs and expenses paid or received by way of out of court settlements, other than those the terms of which are not to be disclosed) and a summary of the state of progress of each legal proceeding and (if it has been finalised) the result.</p> <p>The amendments to the Legal Services Policy include, in paragraph 4.8.1, the possibility of publicly reporting information rather than providing quarterly reports to Council. This will allow a single form of reporting to be explored which can keep Councillors informed and capture the information required for annual reporting.</p>
<p>Risk</p>	<p>The risk is deemed to be Medium. The Legal Services Policy is one of the measures employed by Council to manage its legal risks.</p>

ATTACHMENTS

1. Legal Services Policy

ITEM 09

Service review program

Strategic Objective	Visionary, Leading, Responsible Position Council as an industry leader that plans and delivers services for a growing city
File Ref	131927.2024
Report By	George Hampouris - Head of Audit, Risk and Improvement
Approved By	Michelle Mcilvenny - Director Customer & Business Performance

EXECUTIVE SUMMARY

This paper provides an overview of Council’s Service Review Program (the Program). The requirement to undertake service reviews is driven by legislative requirements. The intent of the Program is to ensure that Council constantly reviews its services and is an opportunity to ensure that service levels or service modelling are constantly being re-calibrated and designed to deliver service excellence and overall best outcomes to the Community.

The Program is one activity of the Business Performance function in the Customer Experience and Business Performance Directorate. The Business Performance function is in the process of developing a Continuous Improvement Program (CIP) to increase Council’s performance through excellence in leadership, process management and digital transformation.

The CIP will be built under the guiding principles of the Australian Business Excellence Framework, with a focus on the principles below for Council;

- Doing more with the same (or less)
- Customer at the centre
- People at the heart
- Removing red tape
- Innovation in all areas

This paper will provide an overview of the Program by;

- Introducing the concept of service reviews in the context of Liverpool Council;
- Outlining the legislative environment and requirements which drives it;
- Providing a status to date overview; and

- Delivering Council's vision on formalising its approach towards developing a sustainable service review program and using it as a genuine tool to deliver positive and meaningful change to its services.

RECOMMENDATION

That the Committee receives an update on its Service Review Program.

REPORT

What is a Service Review?

Service Reviews provide the opportunity to undertake a whole of organisation, systemic look at the way in which services are delivered. They provide the opportunity to identify improvements in efficiency and effectiveness whilst ensuring that services are meeting the needs of the Community.

Establishing a review process builds the capacity of both staff and the Community to think critically and systematically about current and future service needs. It also leads to innovation in service provision and helps build a culture of continuous improvement within Council.

Liverpool City Council Service Review context?

Local Governments are under increasing financial pressure, and there is often a widening gap between revenue and expenditure. At the same time, they are expected to be environmentally and socially responsible and provide a wide range of quality services. Service Delivery Reviews will support Council to clarify the needs of its Community and use an evidence-based approach to assess how efficiently and effectively it is meeting those needs.

In undertaking this process, Council can determine whether changes need to be made to Service Delivery which will provide benefits to all stakeholders whilst being financially sustainable. Council's vision is to conduct Service Delivery Reviews on an ongoing basis to ensure the services being offered are continuously aligned to the Community needs.

What are the legislative requirements driving this?

In September 2021 the NSW Office of Local Government published new guidelines for Integrated Planning and Reporting (IP&R), which included a new requirement to publish a program of Service Reviews:

As per S404 of the Local Government Act 1993:

(1) A Council must have a program (called its "delivery program") detailing the principal activities to be undertaken by the Council to perform its functions (including implementing

the strategies set out in the Community Strategic Plan) within the resources available under the resourcing strategy.

(2) The Council must establish a new Delivery Program after each ordinary election of Councillors to cover the principal activities of the Council for the 4-year period commencing on 1 July following the election.

Supplementing this are essential elements of what a Delivery Program must consist of (as per IP&R Guidelines). Part 4.3 of these essential elements requires Council to;

“To encourage continuous improvement across the council’s operations, the Delivery Program must identify areas of service that the council will review during its term, and how the council will engage with the community and other stakeholders to determine service level expectations and appropriate measures”

This focus on Service Reviews within the IP&R Guidelines follows through to changes made to the NSW *Local Government Act* in 2016 which included a new statement that the role of the governing body is to keep under review the performance of the Council, including Service Delivery (s223(1)(g)).

The responsibility for the oversight of Service Reviews was also included into the responsibility of the Audit, Risk and Improvement Committee (ARIC) (s428A(2)(g)). The oversight over Council’s Service Reviews program is therefore included in the ARIC’s Charter.

What is Council’s progress to date?

Council’s 2022-2026 Delivery Program must identify areas of service the Council will review during its term and the Operational Plans must specify each Review to be undertaken that year. Through its current Delivery Program, Council identified the following Services to be reviewed;

- Development Assessment
- Parks Maintenance
- Libraries
- Children Services

The status of these Reviews are as follows;

Service Area	Progress
Development Assessment	<ul style="list-style-type: none"> • The outcome of the Service Review was reported in Council's 2022-23 Annual Report. • Council is progressing with the recommendations from the Service Review. • 14 out of the 22 recommendations contained within the report have been completed as at 1 April 2024. Management are working on progressing the implementation of the remaining 8.
Libraries	<ul style="list-style-type: none"> • A presentation was delivered to Councillors at the Governance Committee meeting held on 10 October 2023. • The presentation informed Councillors of the Library Service Review objective, engagement process and outcomes of the community satisfaction survey. • Additional data analysis was requested for individual libraries. • Community consultation occurred in March 2024 to capture the impact of Service delivery at Council's new library. • The review is scheduled for completion and presentation at the Governance Committee in June 2024.
Children's Services	<ul style="list-style-type: none"> • A response to a RFQ was received from Semann and Slattery Consultancy and accepted. • The Review is underway with an estimated completion date of June 2024. • Meetings have occurred with all Subject Matter Expert's involved in the review.
Parks Maintenance	<ul style="list-style-type: none"> • Initial planning phase. Scheduled to be completed in the 2024/25 Financial Year.

How does Council seek to further integrate a Service Review Program as part of service excellence?

As it stands Council's Service Reviews are undertaken by the respective Director of the Service. To date these Reviews have been outsourced to maintain an arm's length. For the purposes of Council's ARIC reporting and updating the Annual Report, a status of the Service Review Program is captured centrally by Council's Audit, Risk and Improvement Unit.

In the spirit of the CIP, to increase Council's performance through excellence in leadership, process management and digital transformation, the following steps will be taken to improve the Service Review Program, to focus on Doing more with the same (or less), Customer at the centre, People at the heart, removing red tape and innovation in all areas.

High level service review milestones	Particulars	Estimated completion date
Finalise the development of a Service Review Framework in line with the principles of the CIP and the Australian Business Excellence Framework	<p>They key objectives of the Service Delivery Review Framework are to:</p> <ul style="list-style-type: none"> • Ensure services are appropriate, they meet community needs and wants and can be adapted into the future • Ensure services are effective and that Council is delivering targeted and better quality services in new ways • Improve resource management, including identifying opportunities for savings and generating income • Adapt a 'whole of organisation' approach to the Review of Services and ensure consistency across Council. 	September 2024
Finalise the development of a Service Catalogue	<p>Service Catalogue provides a services lens over Council's function rather than through the lens of the organisational structure. This enables Council to:</p> <ul style="list-style-type: none"> • better understand the cost of that service • its cost drivers and • the service level it provides to the Community. <p>This would inform decisions around service trade-offs, engagement of the community in a meaningful way and prioritisation of services to review.</p>	December 2024
Identify Services for review 2025-2028	As part of the development of the next Delivery Program, Council is to be presented with data to inform the identification of services to review.	June 2025
Implement accountability measures	Develop accountability metrics and systems to ensure that any recommendation and decision by Council to improve, reduce or increase Service levels and or improve its efficiency get realised	June 2025

	and reported on through to implementation. This will be done via an action tracking tool with regular reporting and benefits realisation assessments.	
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FINANCIAL IMPLICATIONS

There are no costs associated with this recommendation.

CONSIDERATIONS

Social	Raise awareness in the Community about the available services and facilities.
Civic Leadership	Deliver services that are customer focused. Operate a well-developed governance system that demonstrates accountability, transparency and ethical conduct.
Legislative	The legislative requirements are outlined in the body of the report under the title "what are the legislative requirements driving this"
Risk	The risk is deemed to be Low.

ATTACHMENTS

Nil