

AGENDA

GOVERNANCE COMMITTEE MEETING

11 June 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, 11 June 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 7441.

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

Jason Breton

ACTING CHIEF EXECUTIVE OFFICER

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ITEM 01

Development Assessment Policy

Strategic Objective	Liveable, Sustainable, Resilient Deliver effective and efficient planning and high-quality design to provide best outcomes for a growing city
File Ref	154999.2024
Report By	Laura Mehew - Project Officer Planning
Approved By	Lina Kakish - Director Planning & Compliance

EXECUTIVE SUMMARY

In March 2017, the Department of Planning and Environment (now Department of Planning, Housing and Infrastructure – DPHI) released the *Development Assessment Best Practice Guide* (the Guide) to promote best practice principles to assist Council’s with the management of development applications.

To build on the success of the Guide, a draft *Development Assessment Policy* (the draft DA Policy) for Liverpool City Council (Council) has been prepared. The draft DA Policy aligns with the principles outlined in the Guide and specifies how development applications lodged with Council will be assessed and determined.

The draft DA Policy aims to:

- Support the management of development applications by establishing a clear and consistent approach;
- Establish clear directions and expectations for Applicants to provide well-made, assessment ready applications;
- Improve community and customer satisfaction; and
- Improve assessment times.

RECOMMENDATION

That the Governance Committee:

1. Notes and receives this report.
2. Endorses the draft DA Policy for public exhibition, for a period of not less than 28 days in line with the Liverpool Community Participation Plan.
3. Notes that a report will be brought back to Council post-public exhibition, summarising submissions received, and seeking Council’s endorsement on a Final DA Policy.

REPORT

1. Background

Development Assessment in NSW is carried out under the provisions of the *Environmental Planning & Assessment Act 1979 (EP&A Act)* and the *Environmental Planning & Assessment Regulation 2021 (EP&A Regs)* and their associated instruments.

To build on the success of the Guide, a draft DA Policy for Council has been prepared and is provided at **Attachments 1 and 2**. The draft DA Policy aligns with the principles outlined in the Guide provided at **Attachment 3** and specifies how development applications lodged with Council will be assessed and determined.

The draft DA Policy includes best practice principles that assist in the timely determination of development applications, including the following:

- Focus on pre-lodgement services to ensure better responses to policy and planning requirements;
- Lodgement of 'assessment ready' applications, allowing the assessment officer to focus on assessing and determining the applications; and
- Corporate accountability for assessment timeframes in the form of key performance indicators.

The draft DA Policy was tabled at the Council Meeting held 13th December 2023, whereby Council resolved the following:

1. *Adopts the Development Assessment Best Practice Guide March 2017; and*
2. *Format it into a Policy and bring it back to Council for approval before putting it out on Council exhibition.*

Following this meeting, the draft DA Policy has been amended to demonstrate a stronger alignment with the principles and objectives outlined in the Guide, as well as the addition of Key Performance Indicators (KPIs) set by the *Environmental Planning and Assessment (Statement of Expectations) Order 2021*.

2. About the Policy

To deliver a customer-focused Development Assessment service within reasonable timeframes, Applicants must furnish well-made, assessment ready applications, at the time of submission via the NSW Planning Portal. The onus is on the Applicant to ensure the information submitted is complete, accurate, and ready for assessment.

This policy will apply to all stages of the development application process, including:

- Pre-lodgement;
- Lodgement;
- Assessment;
- Determination; and
- Post Determination options.

3. Council Resolution

The Guide was developed in 2017 and was designed as a resource to assist Council's in the management of the Development Assessment process.

Since the publication of the Guide, planning has evolved to now include use of external portals such as the NSW Planning Portal and the complexity of what is required in a planning assessment has also changed. Additionally, the bulk of the content in the Guide is managed at an operational level via Development Assessment processes and procedures, the contents of which are not appropriate in a high-level policy document.

The draft DA policy has therefore been prepared to provide the structure and rules around the management of development applications specific to Council, thus providing clarity for Council, Applicants and the Community.

4. Amended Policy

Council has amended the draft DA Policy to create a stronger alignment with the Guide, with the addition of:

- Alignment to guiding principals referenced in the Guide;
- Key objectives;
- Addition of overall determination timeframes; and
- Changes to Processes and Procedures.

4(i). Alignment to Guiding Principles Referenced in the Guide

The draft DA Policy includes the following best practice principles from the Guide:

- Provision of targeted Pre-DA and Duty Planning Services;
- Efficient lodgement and triage processes;
- Corporate accountability for assessment timeframes via Key Performance Indicators (KPIs); and
- Delegations that support a consistent, targeted and efficient decision-making process.

4(ii). Key Objectives

Key objectives have been included within the draft DA policy, to provide clear outcomes for Applicants at each stage of the application lifecycle.

4(iii). Addition of Overall Determination Timeframes

In the Guide, DPHI outlined that Councils should adopt KPIs in line with the Premier's Priority Target to achieve 90% of development applications determined within 40 days.

The timeframe target is no longer a Premier's Priority, and DPHI have not updated the Guide to reflect any changes in policy or targets. DPHI does not report against these targets, however, provides a Performance Dashboard that tracks development application data provided through the NSW Planning Portal.

In November 2021, the Minister for Planning and Public Spaces issued the *Environmental Planning and Assessment (Statement of Expectations) Order 2021* under the *EP&A Act*, which established expectations for Councils in relation to their performance of a range of planning and development functions.

As per the Order, relevant Development Assessment KPIs for Council were adopted within Council's Delivery Program and Operational Plan (DPOP), which are as follows:

- *Determine development applications where Council is the Consent Authority within 180 days from lodgement, for 90% of applications; and*
- *Prepare assessment reports and refer regionally significant developments to the Sydney Western City Planning Panel (SWCPP) for determination within 250 days of lodgement, for 90% of applications.*

The following additional KPIs have been adopted within Council's DPOP relevant to Development Assessment:

- *Determine development applications of a minor nature (dwellings, secondary dwellings, ancillary residential structures) within 40 business days, for 90% of applications.*
- *Provide Pre-Lodgement meeting minutes to applicants within 10 business days of meeting date, for 90% of applications.*

Additional time frames for each assessment stage reflected within the Guide, are managed at an operational level via Development Assessment processes and procedures, which are outside the scope of the draft DA Policy.

4(iv). Changes to Processes and Procedures

As part of the implementation of a DA Policy, Council will make internal administrative changes to its process and procedure documentation, to ensure consistency and alignment.

The principles referenced in the Guide which are implemented operationally, include:

- Investment in the pre-lodgement stage;
- Standardisation of processes and procedures; and
- Continuous improvement programs, including business systems and technology.

Additionally, to support alignment with the best practice guiding principles, a review of Council's publicly available guides and information relating to development applications is currently being reviewed and updated as a part of Council's Website and Intranet Improvement Project, led by the Communications, Marketing and Brand Department.

5. Conclusion

The adoption of the draft DA Policy will support Council Officers in delivering efficient and improved services, by ensuring Applicants are supported through Pre-Lodgement and Planning Advisory services, ensuring that applications submitted are well-made, and assessment ready.

CONSULTATION

In preparing the draft DA Policy, feedback was sought from Council’s Legal Services, Governance and Community Standards departments. The feedback provided has been considered and incorporated into the final draft DA policy.

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	Provide information about Council’s services, roles and decision-making processes. Deliver services that are customer focused. Operate a well-developed governance system that demonstrates accountability, transparency, and ethical conduct.
Legislative	<i>Environmental Planning & Assessment Act 1979; and Environmental Planning & Assessment Regulation 2021.</i>
Risk	The risk is deemed to be Low.

ATTACHMENTS

1. Draft - Development Assessment Policy - 2024 clean
2. Draft Development Assessment Policy 2024 - Tracked changes
3. Development Assessment Best Practice Guide 2017



DEVELOPMENT ASSESSMENT POLICY

Adopted: XX 2024

CM: XX



DEVELOPMENT ASSESSMENT POLICY

DIRECTORATE: Planning & Compliance
BUSINESS UNIT: Development Assessment

1. INTRODUCTION

Development Assessment is carried out under the provisions of the *Environmental Planning & Assessment Act 1979* and the *Environmental Planning & Assessment Regulation 2021*.

The Development Assessment Policy specifies how development applications lodged with Liverpool City Council will be assessed and determined. The Development Assessment Policy aligns with the guiding principles of the Department of Planning and Environment's *Development Assessment Best Practice Guide dated March 2017*.

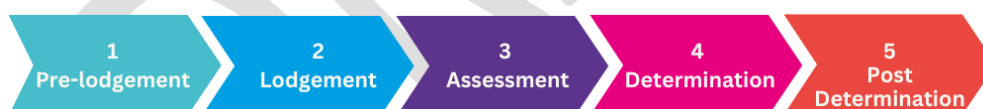
2. PURPOSE

This policy aims to deliver an improved level of customer service, with a focus on best practice and continuous improvement by:

- Providing a clear and accountable policy and process for applicants,
- Aligning to best practice guidelines,
- Promoting and supporting a continuous improvement culture, and
- Establishing clear directions and expectations for applicants to provide well-made, assessment ready applications.

3. SCOPE

3.1. This policy applies to all stages of the development application process for development applications submitted via the NSW Planning Portal including:



4. DEFINITIONS

4.1. A word or expression in this policy has the same meaning as it has in the *Environmental Planning & Assessment Act 1979* (the Act), and any instruments made under the Act, unless it is otherwise defined in this Policy.

4.2. In this policy-

4.2.1. **Act** means the *Environmental Planning and Assessment Act 1979*.

4.2.2. **Development Application** means an application for consent under Part 4 of the Act to carry out development and includes an application to modify a development consent. It does not include an application for a complying development certificate.

4.2.3. **Council** means Liverpool City Council.

4.2.4. **DA** means Development Application.

4.2.5. DEP means Design Excellence Panel.

4.2.6. EP&A Regulation means *Environmental Planning & Assessment Regulation 2021*.

4.2.7. LGA means Local Government Area.

4.2.8. LPP means Local Planning Panel.

4.2.9. SWCPP means Sydney Western City Planning Panel.

5. POLICY STATEMENT

- 5.1.** To deliver a customer-focused development assessment service within reasonable timeframes, applicants must furnish well-made, assessment ready applications at the time of submission via the NSW Planning Portal. The onus is on the applicant to ensure the information submitted is complete, accurate, and ready for assessment.
- 5.2.** Applications that are unclear, illegible, or fail to provide the required information will not be accepted by Council.
- 5.3.** Council strongly recommends the engagement of a professional planner and other qualified professionals, to assist with the preparation of development applications, and all stages of the development application process.

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	166285.2024
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 Governance 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 (May 2024)	
Outstanding DAs and Appeals – 30 April 2024	286 DAs / 36 Appeals
Outstanding Referrals – 30 April 2024	218 Referrals
Planning Application Numbers (PANs) – May 2024	
- PANs Received	190 PANs
- PANs Lodged / Returned	69 / 130 PANs
Referrals Issued / Completed – May 2024	292 / 288 Referrals
Development Applications (DAs) – May 2024	
- DAs Approved	70 DAs
- DAs Refused	23 DAs
- DAs Withdrawn	0 DAs
Class 1 Appeals (Appeals) – May 2024	
- Appeals Lodged - Deemed Refusal / Council Determination	0 / 1 Appeals
- Appeals Upheld - s34 Agreement / Hearing	1 / 0 Appeals
- Appeals Dismissed / Terminated	0 / 0 Appeals
- Appeals Withdrawn	0 Appeals
Outstanding DAs and Appeals – 31 May 2024	245 DAs / 38 Appeals
Outstanding Referrals – 31 May 2024	187 Referrals

Development Application (DA) Determination Statistics (May 2024)	
DAs Approved	70 DAs
- Total Capital Investment Value (CIV) (\$)	\$41.4M CIV
- New Lots Approved	137 Lots
- New Homes Approved	54 Homes
- Contribution Fees Raised (\$)	\$11.9M Contributions
DA Fees Released from Trust (\$) – All Determinations	\$376k Fees
Average Determination Timeframe	
- Current Financial Year	239 Days
- Month Including / Excluding Stop the Clock – May 2024	214 / 214 Days

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

Position	Positions	Vacancy
Principal Planner	1	0
Senior DA Planners	8	1 (Under Recruitment)
Senior Planning Advisory Officers	3	1 (Under Recruitment)
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

**Review of Council's Financial progress,
forecasts and assumptions**

Strategic Objective	Visionary, Leading, Responsible Ensure Council is accountable and financially sustainable through the strategic management of assets and resources
File Ref	170754.2024
Report By	Vishwa Nadan - Chief Financial Officer
Approved By	Farooq Portelli - Director Corporate Support

EXECUTIVE SUMMARY

In June 2023 the Council adopted its 2023-24 operating budget with estimated revenue of \$379.3 million and expenditure of \$250.8 million. In terms of the net operating result before grants and contributions provided for capital purposes, Council budgeted for an operating deficit of \$3.7 million.

Based on Q3 Budget Review, Council resolutions, program initiatives, market trends and actual budget performance to 30 April 2024, Council is projecting an operating deficit of \$6.9m.

This report provides key variations and highlights key risks and opportunities that may impact on the projected result.

RECOMMENDATION

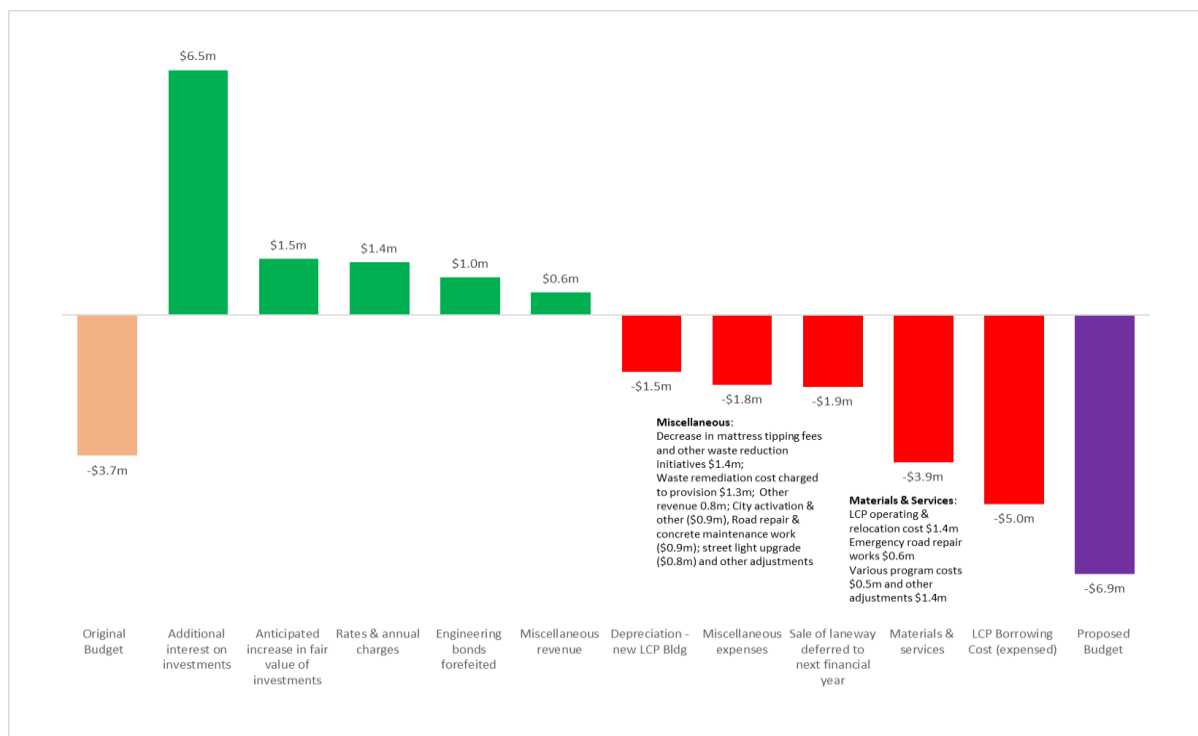
That the Governance Committee receives and notes the report.

REPORT

Budget Performance

In June 2023 the Council adopted its 2023-24 operating budget with estimated revenue of \$379.3 million and expenditure of \$250.8 million. In terms of the net operating result before grants and contributions provided for capital purposes, Council budgeted for an operating deficit of \$3.7 million.

Based on Q3 Budget Review, Council resolutions, program initiatives, market trends and actual budget performance to 30 April 2024, Council is projecting an operating deficit of \$6.9m. Key variations noted are:



On-going review of resource requirements to achieve corporate initiatives has resulted in an investment in additional unbudgeted positions and program costs. The \$4.6 million cost associated with engagement of additional staff resources and regrading's is expected to be absorbed by salary savings from current vacancies, deferred recruitment, and restructured positions across the Council. Detailed analysis of both revenue and expenditure is provided as **Attachment 1**.
















Operating Revenue

Budget performance of key sources of operating revenue were as follows:

	YTD Budget \$'000	YTD Actual \$'000	FY Budget \$'000	FY Proposed Budget \$'000	Indicator
Rates & annual charges	141.723	142.740	170.067	171.527	🟢
Other operating grants & subsidies	6.595	10.302	14.484	14.787	🟢
Interest & investment income	9.528	14.574	11.433	17.933	🟢
FAG grants	0.165	0.164	8.968	8.968	🟡
Childcare fees & grants	7.101	6.097	8.521	8.552	🟢
DA & other building fees	5.691	4.063	6.829	6.829	🟡
Property rentals	4.845	4.262	5.644	5.102	🔴
Parking fines	2.933	2.755	3.520	3.520	🟢
Car parking fees	2.864	2.688	3.437	3.305	🟢
Recovery - restoration works	2.034	2.084	2.440	2.440	🟡
Ex-gratia income - Intermodal	2.245	2.284	2.245	2.245	🟢
Net gain from disposal of assets	0.000	0.523	1.900	0.000	🔴
Hire - community & recreational facilities	1.103	0.947	1.323	1.323	🔴
Fair value increment on investment	0.000	1.593	0.000	1.500	🟢

Operating Expenditure

Budget performance of key areas of operating expenses were as follows:

	YTD Budget \$'000	YTD Actual \$'000	FY Budget \$'000	FY Proposed Budget \$'000	Indicator
Salaries including superannuation	74.543	69.541	88.871	87.116	
Tipping & waste services	29.936	30.696	34.617	34.192	
Utilities (electricity / water / gas)	5.958	5.703	7.150	8.030	
Software licenses	3.365	2.770	4.038	4.349	
Contributions - NSW Fire / SES / RFS	3.134	2.821	3.761	3.761	
Insurance	2.962	3.172	3.079	3.579	
Contracted labour (agency)	2.314	2.802	2.777	2.335	
Tipping (hazardous waste)	0.913	1.606	2.401	0.069	
Borrowing costs	2.080	5.521	2.496	7.500	
Professional services	1.731	2.735	2.041	3.363	
Workers compensation	1.711	1.293	2.053	2.053	
Overtime	1.240	3.022	1.488	3.488	
Legal costs	1.207	1.297	1.448	1.871	
Internet (data)	0.965	0.749	1.157	1.107	
Consultants	0.700	2.320	0.840	1.730	

Risks & Opportunities

The following risks and opportunities have been identified with the potential to change the projected budget result for FY 2023/24.

- i) FAG Operating Grant [*Risk Probability: Low/Moderate*] – The NSW Grants Commission fully paid 2023/24 financial assistance grant in advance. Any change to their position for FY2024/25 is not known at this stage.
- ii) Net Loss from Disposal of Assets [*Risk Probability: Highly Likely*] – As part of the road renewal process, a portion of the road surface is scrapped off and then replaced. The replacement cost is capitalised, however, there is a written down value attached to the portion removed. The cost of write-off depends on the condition of the road at time of renewal and depth of surface removed. Budget includes a provision of \$2.5 million, however, the actual cost to June 2024 is not known.

Cash Reserves

At 30 April 2024, Council had \$388 million in cash and investments classified as follows:

	<i>Opening Balance 1 Jul 2023</i>	<i>Closing Balance 30 Apr 2024</i>
Externally Restricted		
S711 Contributions	280,969,884	289,123,587
City Development Fund	379,285	0
Domestic Waste Reserve	1,324,273	-
Environment Levy	5,928,977	6,441,510
Stormwater Reserve	868,572	2,016,344
Edmondson Park Reserve	2,859,276	2,960,272
Contribution Reserve	3,340,407	3,316,859
Grants Reserve - Capital	11,538,211	10,797,100
Grants Reserve - Operating	413,756	358,995
Better Waste & Recycling Reserve	1,861	0
Deferred Grants Reserve - Capital	36,932,973	40,945,421
Deferred Grants Reserve - Operating	7,169,256	1,281,629
Western Sydney Infrastructure Grants Program	-	14,742,079
Total Externally Restricted	351,726,732	371,983,794
Internally Restricted		
Employee Leave Entitlement Reserve	4,484,000	4,484,000
Insurance Reserve	1,796,043	1,796,043
Parking Strategy Reserve	2,578,921	1,273,640
General Property Reserve	7,164,084	1,500,000
Loan Reserve	40,650,595	0
Carnes Hill Stage 2 Precinct Development Reserve	4,290,076	4,270,506
Moorebank Intermodal Company Ltd Ex-Gratia Funds	524,796	-
Total Internally Restricted	61,488,514	13,324,189
Unrestricted General Reserves		
Investments (Equity) in Civic Risk Mutual	6,514,000	6,514,000
Unrestricted available cash	32,683,667	(3,592,678)
Total Unrestricted General Reserves	39,197,667	2,921,322
Total Cash and Investments	452,412,913	388,229,305

ATTACHMENTS

1. 2023-24 Q3 Budget Review - Consolidated Variance Analysis

ITEM 04	Responses to Questions with Notice from the 24 April 2024 Council meeting - Addressing Trade Skills Shortages
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Strategic Objective	Visionary, Leading, Responsible Place customer satisfaction, innovation and best practice at the centre of all operations
File Ref	159802.2024
Report By	Philip Smith - Talent Acquisition Lead
Approved By	Farooq Portelli - Director Corporate Support

EXECUTIVE SUMMARY

This report has been tabled in order to provide responses to item qwn04 addressing trade skills shortages from the 24th April 2024 council meeting. Resolution shown below.

1. *Council direct the Acting CEO that a commitment be made for trades apprentices taken on by Council are attached to a registered training organisation (RTO);*
2. *Council direct the Acting CEO that a report come back to Council on other service providers that are engaged with Council; and*
3. *This item be discussed at a Governance Committee meeting at a future date.*

RECOMMENDATION

That the Governance Committee recommends Council, receives and notes this report.

REPORT

1. **Council direct the Acting CEO that a commitment be made for trades apprentices taken on by Council are attached to a registered training organisation (RTO);**

Council already ensures that trades apprentices taken on are being trained and educated with a registered training organisation. This will continue as normal practice.

2. **Council direct the Acting CEO that a report come back to Council on other service providers that are engaged with Council; and**

It can be reported the following service providers are engaged for Community Lifestyle Directorate and Operations Directorate as part of the apprenticeships that occur in the relevant functions.

Community Lifestyle Directorate

- Use 'Business Support Australia' and 'TAFE NSW'.
- Previously used Wave Learning if a trainee did not have the required visa to participate in a government funded course.

Operations Directorate

- Apprenticeship Training - TAFENSW
- Traffic Control Training - Standard Training Pty Ltd
- Chemical Training Certification - SpraySmart Pty Ltd
- First aid Training - St John Ambulance NSW
- General Staff training - Academy Green Training
- Plant Training such e.g front-end loaders & excavator - Kallibr Training

3. **This item be discussed at a Governance Committee meeting at a future date.**

This item has been placed on the agenda for the next Governance Committee meeting.

FINANCIAL IMPLICATIONS

There are no financial implications relating to this recommendation.

CONSIDERATIONS

Economic	<i>There are no economic and financial considerations.</i>
Environment	There are no environmental and sustainability considerations.
Social	No social considerations.

<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>There are no legislative considerations relating to this report.</p>
<p>Risk</p>	<p>There is no risk associated with this report.</p>

ATTACHMENTS

Nil

ITEM 05

Library Review Program

Strategic Objective	Visionary, Leading, Responsible Position Council as an industry leader that plans and delivers services for a growing city
File Ref	170546.2024
Report By	Elysa Dennis - Information Services Coordinator
Approved By	Tina Bono - Director Community & Lifestyle

EXECUTIVE SUMMARY

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.

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)).

In 2023 Liverpool City Council determined to review the Council's library service in accordance with this IP&R framework to understand the current operations and determine if those operations would meet the changing needs of the community in the future.

Jan Richards consulting was engaged to carry out this review.

The review was focused on three areas:

- * Benchmarking of Liverpool services against comparable services;
- * Reviewing the current service delivery model across the Liverpool Library network; and
- * Considering alternative service delivery models and their application in Liverpool.

RECOMMENDATION

That Governance Committee receives and notes the Liverpool City Library Review.

REPORT

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.

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.

The report delivers a range of recommendations covering short-term and long-term strategic and operational improvements. This includes a focus on customer priorities and utilising new technology and service models for a library service to meet the growing needs of the community.

It should be noted that a broader analysis of recommendations will be explored through the delivery of business and feasibility studies which will then form part of wider community engagement and reports back to the Council.

In doing this, this will enable a more detailed examination of the recommendations noted in the report providing Council with a better understanding of costings associated with each recommendation, funding strategies and a more granular insight into how to best implement these initiatives with a broader aim to deliver a service that is more responsive, relevant and customer focused for Liverpool.

FINANCIAL IMPLICATIONS

Costs associated with these recommendations will need to be considered through the delivery of business and feasibility studies. Reports back to Council will include funding strategies and a broader examination of the opportunities that will maximise the delivery of the library service that are more responsive, relevant and customer focused for Liverpool.

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