

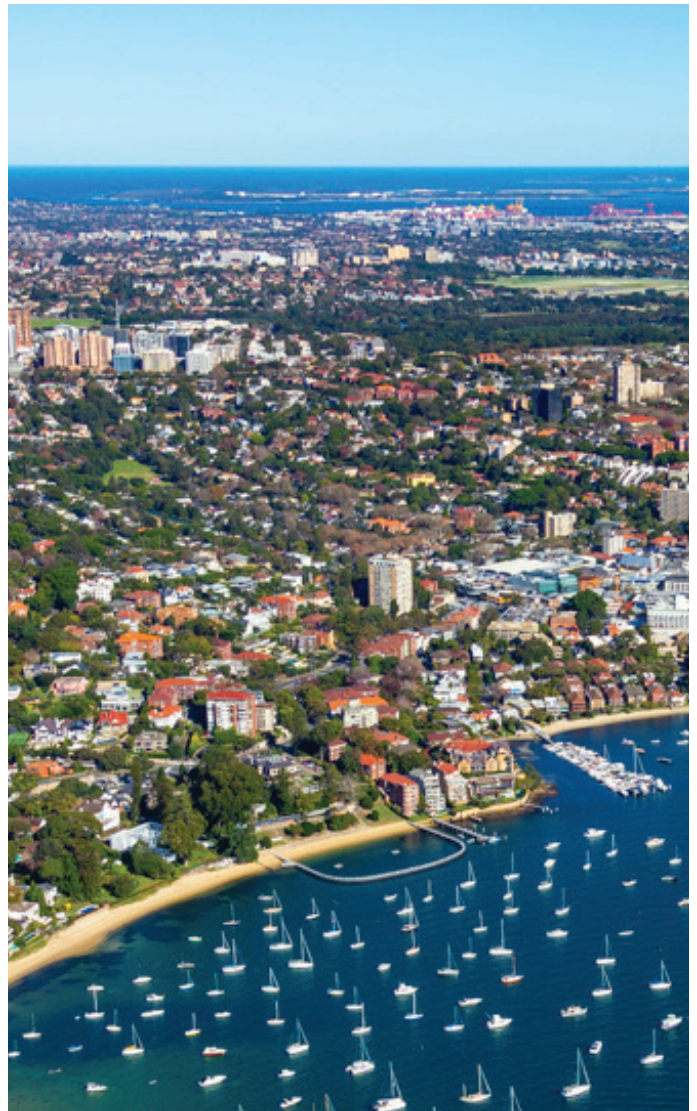
# **SERVICE REVIEW FRAMEWORK**



**Draft 6 October 2022**

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Aerial view of Murray Rose Pool

# Purpose of the Framework

The purpose of this Framework is to guide Woollahra Council in a systematic review of its Services.

Reviews are undertaken periodically to best position our Services to achieve our organisation vision of “A thriving, inclusive, sustainable and resilient community that will benefit future generations.”

Commencing December 2021, the Office of Local Government Integrated Planning and Reporting (IP&R) framework guidelines mandate that:

“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 framework guides Council’s Service Review Program to achieve the requirements as set out in the IP&R guidelines underpinned by the following service performance principles:

- Services should be provided in an equitable manner and be responsive to the diverse needs of the community;
- Services should be accessible to the members of the community for whom the services are intended;
- Quality and costs standards for services set by the Council should provide good value to the community;
- Council should seek to continuously improve service delivery to the community in response to performance monitoring;
- Service delivery must include a fair and effective process for considering and responding to complaints about service provision.

The framework outlines:

- The purpose of the review program
- Council’s approach to service reviews
- Roles and responsibilities for service reviews
- Expected benefits from a service review program.

# Introduction

## Background

It is well known that community expectations around what local government can deliver continues to increase and as such, Councils must constantly review what it is they do and how they do it.

This has to be done in the full knowledge that Councils are restricted in how they raise revenue (i.e. the impost of rate pegging on Councils), where broadly, rating revenue does not increase in line with the increase in expenses. This puts increasing pressure on Councils to constantly review and deliver more cost-efficient services to the community, within the resource constraints local government works under.

Across 14 Key Service Areas Woollahra Council delivers 46 Services. Council is committed to strategically and continuously reviewing and improving our Services to consider what we do, how we do it and the associated costs. Council also seeks to be innovative in its service delivery and take advantage of digital efficiencies.

In February 2021, Council's Executive Leadership Team endorsed the development of a broad Service Review Framework and parameters, with the intention that Reviews be undertaken by internal staff not involved in the direct delivery of the service.

In April 2021, due to financial challenges faced by Council which impact the sustainability of its operations, Council's Executive Leadership Team agreed to engage an external consultancy to undertake a Service & Financial Sustainability Review to identify prioritised actions for organisational improvement to achieve financial sustainability.

The Service & Financial Sustainability Review has informed the development of this Service Review Framework to review our services across the organisation. This transparent Framework has been developed to ensure clear and concise objectives are established for Service Reviews, what they will deliver and what the expected benefits will be. The Framework will support understanding of the importance and value of Service Reviews.

The Framework supports a culture of continuous improvement, where service reviews become a standard part of Council's better practice methodology.

## What is a Service Review?

A service review is a process that considers the costs, quality and efficiency of a Council service and assesses whether the current mode of delivery is appropriate. It is a process of data collection that enables a Council to make informed decisions about the services Council delivers.

## Key Benefits of a Service Review

The fundamental benefit of a Service Review is to ensure we are delivering the highest agreed quality service to our community through increased sustainable performance. This can be achieved through the:

- Alignment of services to community needs resulting in a more satisfied community;
- Identification of ways to increase income generation and realise cost savings;
- Increasing capacity of staff to respond to the changing needs of the community;
- Increasing efficiency of often limited resources;
- Adoption of the most efficient mode of service delivery;
- Increasing partnerships and networks with other levels of government and service providers;
- Increasing staff productivity, collaboration across departments and reduced operational costs.

## What is a Service Area, a Service and a Sub-Service?

Council has identified 14 Key Service Areas under which we group our services for the purpose of reporting and communicating to the community on our achievements under our Community Strategic Plan, *Woollahra 2032* and the four year Delivery Program. This is a high level grouping of our services for the purposes of external communication and reporting.

These 14 Key Service Areas comprise 46 Services delivered by 19 different Business Units across the organisation.

These 46 Services deliver a wide range of activities, programs and/or projects to specific individuals, targeted groups of people, or the community as a whole. Collectively these services contribute to the social, economic, environmental and cultural wellbeing of our community in different ways.

The service relationship is outlined in Appendix 1, which details the defined 14 Key Service Areas, 46 Services and 19 Business Units. Through our adopted Delivery Program 2022/23- 2025/26, we have committed as a priority to:

11.1.4 Implement and conduct a Service Delivery Review Program to identify improvements to services delivery, customer experience and develop performance measures to deliver value for money for our community.

This Framework can be applied to reviews of services at all levels including specific areas within the scope definition of the service (e.g. administrative support services). The scalability of this Framework will enable individual Business Units to undertake reviews at any required level, in a systematic and controlled manner.

# Our Approach to Service Reviews

## Service Review Phases

Phase	Steps
<b>1. Define Services</b>	<p>Catalogue of Councils Business Units, Key Service Areas, and Services including scope definition.</p> <p><i>Woollahra Council Catalogue</i> is included as Appendix 1.</p>
<b>2. Service Scoping</b>	<p>This phase is a high level gathering of information on each of Council's services to create or update a Service Summary, to assist with prioritisation. Some of the information gathered in this phase includes:</p> <ul style="list-style-type: none"><li>• What we deliver (including an agreed definition of the service);</li><li>• Who we deliver it to (which parts of the community benefit from this service).</li><li>• Strategic alignment, i.e. alignment to organisational priorities;</li><li>• Size and scope of the service – larger services may provide more opportunities;</li><li>• Discretionary vs legislated;</li><li>• Other delivery options, i.e. commercial providers</li><li>• Ability to implement change – priority may be to those services that are easier to change;</li><li>• Political perspectives – are there any external impacts requiring/ favouring change;</li><li>• Community perspectives – community priority of and satisfaction with the service;</li><li>• Funding source – it is fully funded internally, fully funded externally e.g. grants, or a combination;</li><li>• Financial considerations – amount of operational expenditure and capital expenditure</li><li>• How we deliver it (including current arrangements for funding, delivery, governance, risk);</li><li>• What it costs us to deliver (the costs and other resources required to deliver the service).</li></ul> <p>It is intended that once Service summaries have been created for each Service that these will be updated every four years, six months prior to each new term of Council.</p>

Phase	Steps
<b>3. Prioritise</b>	<p>Using the Service Summaries, determine the attributes of each service that might make it a higher priority than other services, giving consideration to:</p> <ul style="list-style-type: none"> <li>• Community impact</li> <li>• Strategic alignment</li> <li>• Councillor engagement</li> <li>• Service gap</li> <li>• Legislative compliance</li> <li>• Staff resources within Service</li> <li>• Pressure for change</li> <li>• Ease of change</li> <li>• Funding source (e.g. wholly external/grants, combination grants and internal, wholly internal)</li> <li>• Capital expenditure</li> <li>• Operational expenditure</li> <li>• Complexity.</li> </ul>
<b>4. Establish the Plan</b>	<p>Develop the Service Review Program; After Executive Leadership Team sign off, include in Council's draft Delivery Program and Operational Plan to progress to review by Councillor and community engagement for adoption.</p>
<b>5. Resourcing</b>	<p>Establish whether internal or external resources are appropriate and available to conduct the review.</p>
<b>6. Undertake Reviews</b>	<p>Undertake reviews either internally or via an external reviewer; Follow Council <i>Service Review Process</i> (page 8).</p>

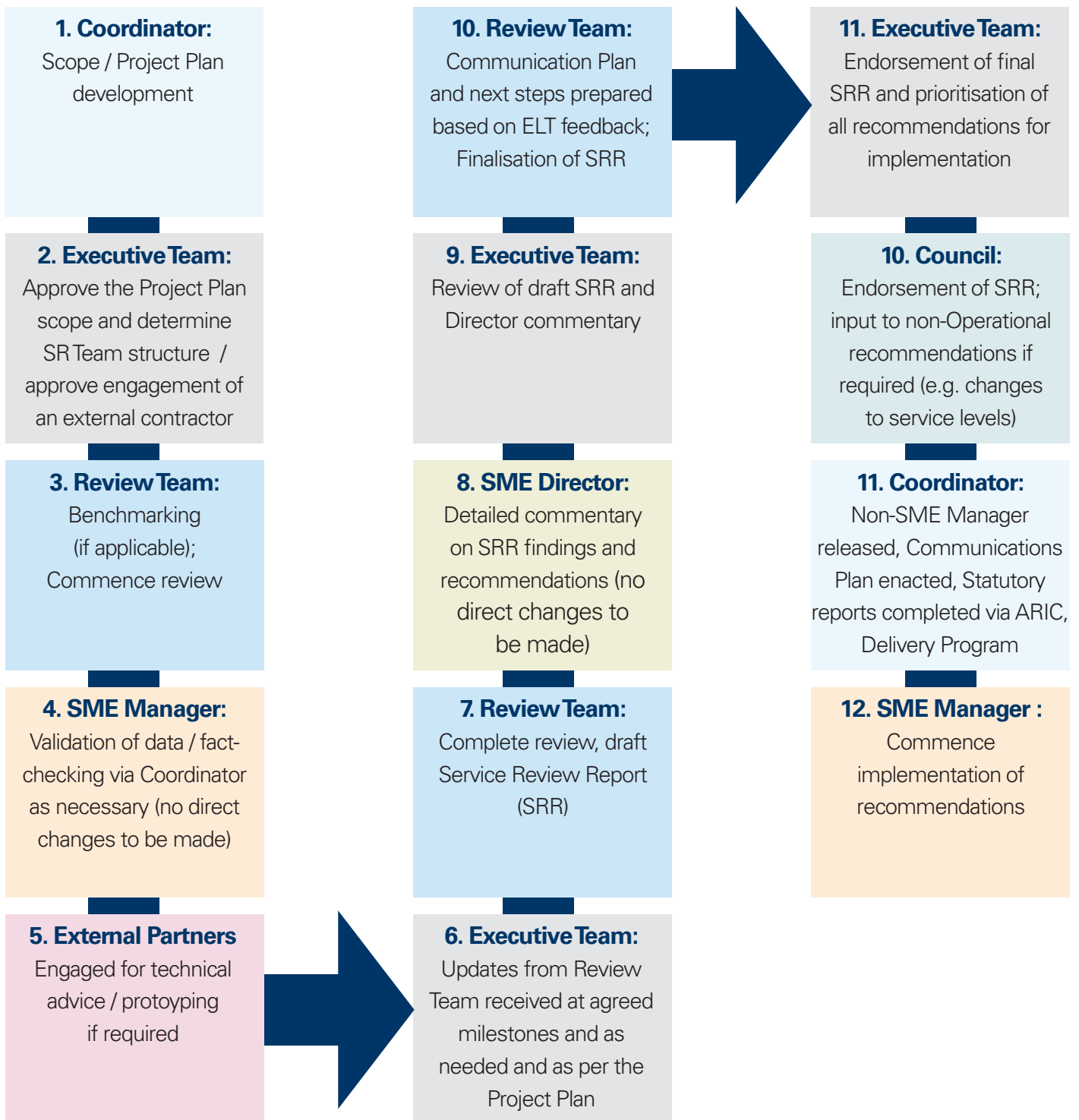
## What happens in the Service Review process

Stage	This stage should answer	Output	Responsibility
<b>1. Project Plan Development</b>	<p><i>What are the specific review goals, deliverables, tasks, costs and deadlines?</i></p> <p>At this stage, ELT will consider:</p> <ul style="list-style-type: none"> <li>Existing performance measures and indicators;</li> <li>Whether benchmarking is appropriate;</li> <li>Notification of Union/s if relevant;</li> <li>Review team members;</li> <li>Guidance for internal teams.</li> </ul>	An agreed Project Plan (refer to Appendix 2) endorsed by ELT.	Approval by ELT
<b>2. Bench-marking (if applicable)</b>	<p><i>How efficient and effective is the service delivery? (including a comparison to benchmark)</i></p> <p>Possible benchmarking tools include</p> <ul style="list-style-type: none"> <li>Net cost of service</li> <li>FTE attributable to the service</li> <li>Top four major outputs of the service</li> <li>Allocation of rate funding (subsidy) to the service</li> <li>Non-Local Government comparisons</li> </ul> <p>If a comparable service cannot be established from another LGA this should be disclosed within the Service Review. Depending on the type of Service other benchmarking data could be used where it supports a valid assessment of the Service.</p>	Benchmarked assessment against agreed other sources.	Service Review Team
<b>3. Conduct Review, including detailed analysis and draft Report</b>	<p><i>How does this service contribute to community benefits?</i></p> <p><i>Are the community satisfied with the level of service?</i></p> <p><i>What is required, if anything, to achieve a new benchmark (improvement), how much will that cost and what is the operational efficiencies?</i></p> <p><i>What are the long term strategic options for the service?</i></p>	A service assessment including summary and option/s for	Service Review Team



Stage	This stage should answer	Output	Responsibility
	<p><i>What are the options and associated impacts for the shape of the service?</i></p> <p>This phase allows Council to use the information gathered to determine how that service could be delivered differently. This may lead to a new or revised service delivery model or a decision to refer the service to a detailed business improvement review, all with a view to increasing efficiency and effectiveness, with the potential to increase income and / or decrease costs.</p>		
<b>4. Review of Next Step/s</b>	<p><i>What are the final recommendations arising from review?</i></p> <p>This step involves ELT review and endorsement of the agreed next step/s, including</p> <ul style="list-style-type: none"> <li>• Recommended changes to be implemented;</li> <li>• Timing of next review;</li> <li>• Communication plan, for example: <ul style="list-style-type: none"> <li>- Present and engage with staff on findings and recommendations</li> <li>- Present to Unions</li> <li>- Undertake community engagement.</li> </ul> </li> </ul>	<p>Final report of recommendations to ELT;</p> <p>Recommended changes for implementation and/or, timing of next review;</p> <p>Communication plan</p>	<p>Service Review Team;</p> <p>Executive Leadership Team</p>
<b>5. Prioritisation and endorsement of plan</b>	<p>This step involves a final review incorporating the actions agreed by ELT which allows Councillors to prioritise actions before endorsement of the plan and inclusion in Council's IP&amp;R.</p>	<p>Review and endorsement by Councillors</p>	<p>Executive Leadership Team;</p> <p>Councillors</p>
<b>6. Accountability</b>	<p>ARIC conduct their advisory role through quarterly review of any relevant outputs of the Service Review Process;</p> <p>Biannual updates reported to Council and the community via the Delivery Program progress report.</p>	<p>Endorsement by ARIC;</p> <p>Statutory reporting compliance</p>	<p>ARIC;</p> <p>Service Review Team;</p>

## How the Service Review process is delivered



## Roles and Responsibilities

Role	Responsibilities
<b>Council</b>	<ul style="list-style-type: none"> <li>• Framework adoption</li> <li>• Prioritisation of the review of Services</li> <li>• Endorsement of Service Review plan via adoption of the Delivery Program and Operational Plan</li> <li>• Endorsement of Service Review and prioritisation of recommended actions.</li> </ul>
<b>Executive Leadership Team</b>	<ul style="list-style-type: none"> <li>• Framework endorsement</li> <li>• Oversight of program</li> <li>• Service Review inputs: <ul style="list-style-type: none"> <li>- sign off: scope, externally or internally undertaken, service review team for internal &amp; process</li> <li>- first review of draft summary and findings/options</li> <li>- final endorsement of findings/options</li> <li>- approval to release to stakeholders.</li> </ul> </li> </ul>
<b>Service Review Team</b>	<ul style="list-style-type: none"> <li>• Completion of Service Reviews where completed internally: <ul style="list-style-type: none"> <li>- engages with stakeholders</li> <li>- gathers information</li> <li>- benchmarks</li> <li>- analyses options</li> <li>- prepares recommendations</li> </ul> </li> <li>• Coordination of individual service review when completed externally.</li> </ul>
<b>Managers</b>	<ul style="list-style-type: none"> <li>• Validation of inputs collected by the Service Review Team</li> <li>• Implementation of agreed recommendations.</li> </ul>

# Appendix 1

## Defined Business Units, Key Service Areas and Services

### Business Units (19)

1. Capital Projects
2. Civil Operations
3. Communications & Engagement
4. Community & Culture
5. Customer Experience
6. Development Assessment
7. Engineering Services
8. Environment & Sustainability
9. Executive Management
10. Finance
11. Governance & Risk
12. Information & Digital Transformation
13. Legal, Compliance & Enforcement
14. Libraries
15. Open Space & Trees
16. People, Safety & Performance
17. Property
18. Regulatory Services
19. Strategic Planning & Place.

### Key Service Areas (14)

1. Environment & Climate Change
2. Waste & Cleansing
3. Parks, Trees & Recreation
4. Transport & Engineering
5. Land & Building Services
6. Development Assessment
7. Strategic Planning, Heritage Conservation & Place
8. Compliance
9. Governance
10. Corporate Services
11. Customer Experience & Engagement
12. Community Services, Culture & Arts
13. Library Services
14. Woollahra Preschool.

#	19 Business Units	14 Key Service Areas	46 Services	Scope of Services
1	Environment & Sustainability	Environment & Climate Change	Environmental Education, Sustainability, Waste Projects & Education	Sustainability Projects Environmental Works Education & Grants Biodiversity Conservation
2	Environment & Sustainability	Engineering Services	Drainage Networks	Waterways Management Stormwater Management Flood Risk Mitigation
3	Civil Operations	Environment & Climate Change Parks, Trees & Recreation Transport & Engineering Waste & Cleansing	Civil Works	Harbourside Structures & Facilities Drainage Maintenance Road Pavement Maintenance Kerb & Gutter Maintenance Retaining Walls & Features Maintenance Footpath Maintenance Fletcher St Depot Operations Utilities Restorations Builders Restorations Street Furniture Maintenance (including bus shelters)
4	Civil Operations	Waste & Cleansing	Fleet Management	Plant Operations Plant Workshop Fleet Management
5	Civil Operations	Waste & Cleansing Environment & Climate Change	Waste Collection & Recycling	Domestic Waste Trade Waste Recycling Garden Refuse

#	19 Business Units	14 Key Service Areas	46 Services	Scope of Services
6	Civil Operations	Waste & Cleansing	Public Place Cleansing	Street Cleansing Business Centres Streetscape Maintenance
7	Open Space & Trees	Parks, Trees & Recreation	Parks Infrastructure, Open Space and Recreational Planning & Management	Recreation Planning Community Land Management Playground Management Open Space Management Public Conveniences
8	Open Space & Trees	Parks, Trees & Recreation	Open Space Maintenance	Open Space Maintenance
9	Open Space & Trees	Parks, Trees & Recreation	Tree Management	Private Tree Management Public and Street Tree Maintenance
10	Capital Projects	Parks, Trees & Recreation	Park Capital Projects	Park Capital Projects Transport & Engineering Capital Projects Environmental Capital Projects
11	Property & Projects	Land & Building Services	Councils Buildings	Councils Building Management Graffiti Removal Property Maintenance
12	Property & Projects	Land & Building Services	Car Parking Stations	Parking Station Management
13	Engineering Services	Transport & Engineering	Street Lighting	Street Lighting
14	Engineering Services, Civil Operations	Transport & Engineering	Traffic & Transport Management	Traffic Investigation & Reports Traffic Devices & Signs Linemarkings

#	19 Business Units	14 Key Service Areas	46 Services	Scope of Services
15	Engineering Services	Transport & Engineering	Parking Management	Parking Meters Permit Parking Schemes On-street Parking
16	Engineering Services, Open Space & Trees, Property & Projects	Transport & Engineering, Parks, Trees & Recreation, Land & Building Services	Asset Management	Transport Stormwater Open Space Community Buildings Investment Properties Land improvements
17	Strategic Planning & Place	Strategic Planning, Heritage Conservation & Place	Heritage Management	Heritage Conservation Planning Heritage and Urban Design Referrals Heritage Assessments (both internally and externally managed)
18	Strategic Planning & Place	Strategic Planning, Heritage Conservation & Place	Strategic & Land Use Planning	Strategic Planning Land Use Planning Local Environmental Plans NSW Planning Legislation and Planning System Planning Certificates Outstanding Notices and Orders Planning proposals - developer-led and Council-initiated Development Contributions Planning Urban design (referrals, implementation and project work)

#	19 Business Units	14 Key Service Areas	46 Services	Scope of Services
19	Strategic Planning & Place	Strategic Planning, Heritage Conservation & Place	Business Centres	Business Centre Strategies & Support Place Plan Development Business Chambers Support Placemaking Grants Working Party Management Activation DPE / relevant state agency Grants Public Domain Manuals Monitoring Council applications (eg SpendMapp) Economic Development defined as business audits, business seminars, support for small business month
20	Development Assessment	Development Assessment	Construction Certificates	Construction Certificates
21	Development Assessment	Development Assessment	Development Applications	DA Assessments (including Appeals)
22	Legal, Compliance and Enforcement	Compliance	Building & Fire Safety	Orders (including Appeals) Fire Safety Statements Construction Enforcement for Compliance Building Information Certificates
23	Legal, Compliance and Enforcement	Compliance	Environment & Public Health	Premises Inspections Environmental Controls
24	Legal, Compliance and Enforcement	Compliance	Regulatory Services	Parking Enforcement Ranger Services Animal Control



#	19 Business Units	14 Key Service Areas	46 Services	Scope of Services
25	Governance & Risk	Governance	Elected Representatives Support	Councillor Support (including printing and deliveries) Mayoral Support Council & Committee Meetings Working Parties & Sub-Committees Induction / Onboarding Council & Committee Meetings
26	Governance & Risk	Governance	Governance	Government Information (Public Access) Policy Management & Reviews Legislative Compliance Delegations & Authorisations
27	Governance & Risk	Governance	Business Assurance- Risk, Compliance and Insurance	Audit, Risk & Improvement Committee Management Internal Audit Enterprise Risk Management (Framework and Policy) Insurance Management Claims Management
28	Finance	Corporate Services	Finance	Transactional Services Budgeting Reporting Finance 1 System
29	Finance	Corporate Services	Procurement Services	Procurement Services
30	Information & Digital Transformation	Corporate Services	IT Management	IT Disaster Recovery & Business Continuity Infrastructure Management Network Management Project Management Vendor Management Change Management

#	19 Business Units	14 Key Service Areas	46 Services	Scope of Services
31	Information & Digital Transformation	Corporate Services	IT Service Delivery	System Support System Training System & Database Administration Device Management
32	Information & Digital Transformation	Corporate Services	IT Security	Network Security Email Security Endpoint Security Website Security
33	Information & Digital Transformation	Corporate Services	Spatial Information	Land Information Services\GIS
34	Information & Digital Transformation	Corporate Services	Information Management	Records Disposal Schedules Legislative Compliance
35	People, Safety & Performance	Corporate Services	Human Resource Management	Employee Engagement Workforce Planning Industrial Relations Learning and Development Organisational Development Recruitment Payroll
36	People, Safety & Performance	Corporate Services	Work, Health & Safety & Workers Compensation	Work Health and Safety Management Workers Compensation & Rehabilitation Mental Health & Wellbeing Program

#	19 Business Units	14 Key Service Areas	46 Services	Scope of Services
37	People, Safety & Performance	Corporate Services	Corporate Planning & Performance	Integrated Planning & Reporting Corporate Performance Services Review Framework Business Improvement
38	Customer Experience	Customer Experience & Engagement	Customer Service Management	Complaints Management Customer Request Management Front counter services Online services All of Council Customer Service measurement methodology
39	Communications & Engagement	Communications & Engagement	Community Engagement	Community Satisfaction, Effort and Net Promoter Score Online Engagement Platform Internal Skills, Training and Development Face to Face Engagements Review of Project Management Framework to encourage best practice planning
40	Communications & Engagement	Customer Experience & Engagement, People, Safety & Performance General Manager	Communications	Newsletters (print and eNewsletters) Graphic Design Internal Communications (other Depts participate) Media Liaison & Management Social media accounts & management Photo image gallery/Videography/Image use Website Management Comms strategy Programs (e.g. Citizenship Ceremonies)

#	19 Business Units	14 Key Service Areas	46 Services	Scope of Services
41	Community & Culture	Community Services, Culture & Arts	Community Facilities	Venue Management (including management model, design and community feedback process) Venue Activation Community Facility Planning (including unmet need design and delivery)
42	Community & Culture, Strategic Planning & Place, Environment & Sustainability, Council-wide	Community Services, Culture & Arts	Community Development	Social Planning Council's Grants program Community service funding Community service programs Community events Volunteer Services Preschool Access, Inclusion and Equity
43	Community & Culture	Community Services, Culture & Arts	Arts & Culture	Woollahra Gallery at Redleaf The Woollahra Public Art Gallery (Deductible Gift Recipient) Public Art Arts & Culture programs (Youth Photographic & Short Film Prize and Woollahra Small Sculpture Prize) Arts & Culture events Cultural Planning

#	19 Business Units	14 Key Service Areas	46 Services	Scope of Services
44	Council-wide	Community Services, Culture & Arts, Communications & Engagement	Events	<p>34 Council run events:</p> <p><i>Library events</i> Poets Picnic, Maker expo, Culture Vulture, Local History Special Weeks, National Simultaneous Storytime, National Science Week, Australian Reading Hours, Harmony Week, Book Week, Parents and Carers and International Games Day.</p> <p><i>Community Development events</i> Community Leaders reception, Community Connections Expo, Cultural Day, International Women's Day, International Day of people with a Disability, Youth Week, Seniors Festival , NAIDOC Week and Reconciliation Week.</p> <p><i>Environment &amp; Sustainability events</i> Clean-up Australia Day, National Tree Day, Parsley Bay Walk, Whale watching, Summerama – snorkelling, Summerama – rockpool, Community Gardens, Garage Sale Trail and Garden Awards.</p> <p><i>General Manager's Office events</i> Christmas Community Reception, Rainbow Flag raising, ANZAC day event at Steyne Park.</p> <p><i>Placemaking events</i> Paddington Night Out and A Rose Bay evening.</p>

#	19 Business Units	14 Key Service Areas	46 Services	Scope of Services
45	Libraries	Library Services	Libraries	Collection Management Customer Service Library Events Library Programs (Plaque scheme) Library Venue Hire Library Volunteers Home Library service Local History Virtual library service Planning Physical infrastructure Outreach Branch management Management of DGR (Deductible Gift Recipient)
46	Council-wide	Community Services, Culture & Arts, Library Services, Woollahra Preschool, Environment & Sustainability	Volunteer Management	Volunteering at Woollahra Libraries, Woollahra Gallery at Redleaf, Bushcare, Community Gardens, Justice of the Peace, Preschool, Duke of Edinburgh scheme

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