
O13/ ORGANISATION SERVICE REVIEW

E13.7262

SYNOPSIS

This report seeks endorsement by Council for the prioritisation of services for the commencement of the Organisation Service Review.

BACKGROUND

Local government's role in providing services has become broader and more complex over recent decades as community expectations have increased and other levels of government have delegated various functions.

The need to continuously review Council's services has been identified in a number of different forums over the past few years. Undertaking a review of services is considered good practice and should lead to the optimization of service delivery.

Carrying out service reviews will ensure we are efficient, effective, meet community needs, support the strategic direction of the organisation and that we avoid any duplication of services with other service providers.

To assist Council in developing an approach and methodology to its service review, a review of the Victorian Best Value Framework, a sample of South Australian and New South Wales Councils service reviews, and also Ontario and Toronto State service review guidelines was completed by staff.

A meeting with staff from Wollongong Council also happened to discuss with them the pros and cons of their service review process they have been undertaking since 2008.

CONSIDERATIONS

Approach and Methodology

The current Delivery Program and Operational Plan identify twenty-four (24) broad Council services. As resources do not allow for all services to be reviewed simultaneously, a prioritisation exercise has been undertaken to rank the services and these are grouped to assist the management of the reviews.

All services (both internal and external) have been prioritised according to the "Public Interest Test". This test questions if Council should continue to provide this service, and if so, what need does it fulfil?

Each service was ranked against the following principles:

1. Is the service important to meeting council's legal or policy mandate?
2. What is the service's net cost to the community?
3. Is the service important to meet the communities need?

O13/ ORGANISATION SERVICE REVIEW

E13.7262

The resources used to answer the above question included:

1. Legislation including (but not limited to): Local Government Act, Environmental Planning and Assessment Act, Protection of the Environment Operations Act
2. The 2013-14 Operational Plan
3. The 2010 IRIS Community Engagement Survey and the 2012 Micromex Community Engagement Survey
4. Community Strategic Plan – One Community

A proposed order of service review is included in a confidential attachment to the report, and will become public once a service review order is agreed upon by council.

The priority table included identifies the 24 high order services as identified in the 2013-14 Operational Plan. It is broken into the different funds of Council (general, waste, water and sewer) with the general fund services ranking high. It also highlights the grouping of the services into rounds (1,2,3,etc) to assist with the rollout and management of the reviews.

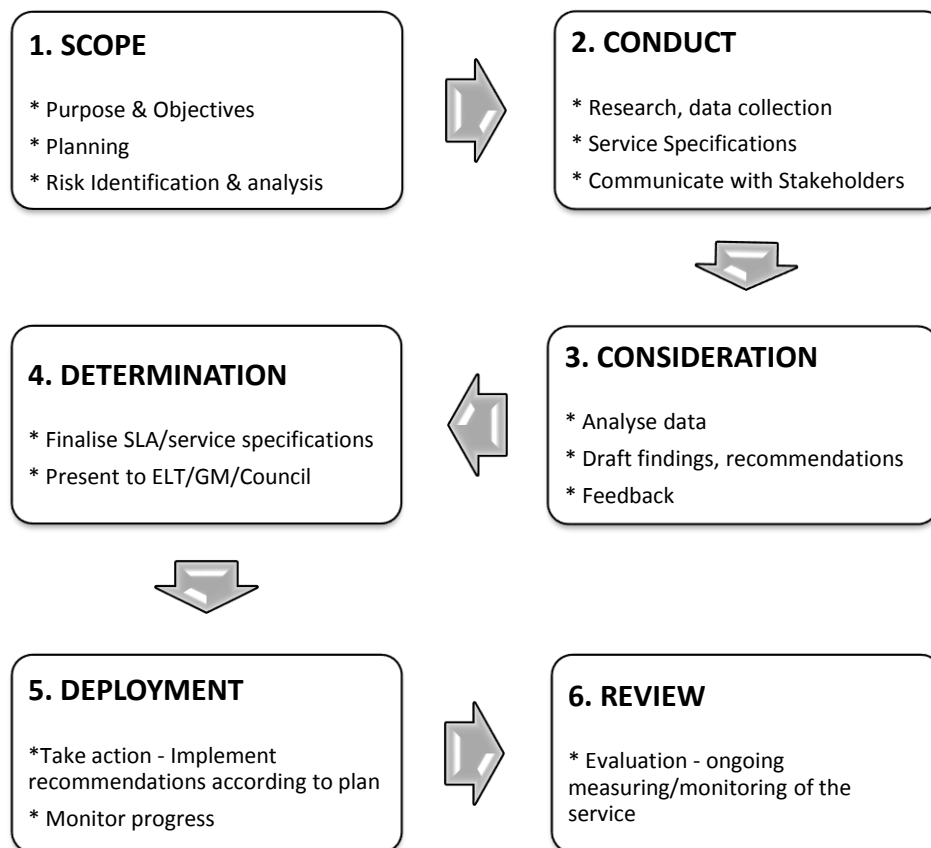
It is worthy to note however, there are a number of reviews that are currently underway for a number of council services, such as the libraries, tourism/visitor centres and the pools. To avoid re-work and maintain consistency it is proposed to align these existing reviews and complete them under this new methodology in the first round of reviews.

It is then proposed that the remaining service reviews follow, in accordance with the agreed prioritisation list.

Each review will follow the below methodology:

1. Scope – identify the purpose and objectives, planning, analysis and identification of risks;
2. Conduct – includes research, data collection and analysis, service specifications, communication with stakeholders;
3. Consideration – draft report of recommendations to stakeholders for feedback;
4. Determination – ELT and Council will be presented with the recommendations;
5. Deployment – a change management plan will be developed and implemented based on the recommendations;
6. Review – ongoing measuring and monitoring of the service.

It should be noted that the contents of each service review completed will include sensitive information that would, if disclosed inter alia “confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business” and as a result, all or part of each the contents of each review is to be deemed confidential in the first instance.



Policy

The Organisation Service Review is a Key Project in the 2013-14 Operational Plan.

Legal

Many of the services Council provides are in accordance to the *Local Government Act 1993* and/or any other Act or law (Section 22). These services will be reviewed later in the process to ensure we are efficient and effective in the delivery of the service(s).

Quadruple Bottom Line

Our current services are identified in the 2013-14 Operational Plan and address the quadruple bottom line as identified by the community in the Community Strategic Plan.

Community Consultation

The 2010 IRIS and 2012 Micromex community engagement surveys were referenced in terms of the relative 'importance' residents place on Council services and facilities in the prioritisation of the services.

Further, consultation and engagement deemed appropriate and or necessary by the project team will be incorporated into the communication plan developed for each review.

O13/ ORGANISATION SERVICE REVIEW

E13.7262

Staff

An Organisation Service Review Project Officer has been appointed to ensure consistency in the process and the delivery of appropriate recommendations.

Each review will be conducted by a project team consisting of a minimum three (3) staff (a representative from service area, the Service Review Project Officer and an independent staff member/service user). The project team will be responsible for conducting the six steps of the review to evaluate the effectiveness and efficiency of the service and provide appropriate recommendations in regard to the service.

Integrated Planning and Reporting

This report addresses strategies and actions in Council's Integrated Planning and Reporting framework as follows:

Community Strategic Plan Link	Delivery Plan Link	Operational Plan Link
Objective 9: We work together to achieve our goals	Integrated Planning	Organisation Service Review

Financial

If during the Organisation Service Review process, funds become available for a particular service to be reviewed, it may influence the order of prioritisation and bring a particular service review forward.

CONCLUSION

The report provides the background to the Organisation Service Review project and the approach used to prioritise council's existing services. Also the methodology to carry out the service reviews was outlined.

O13/ ORGANISATION SERVICE REVIEW

E13.7262

RECOMMENDED

THAT:

1. Council endorse the completion of the following service reviews as Round 1:
 - a. Visitor Information Centres;
 - b. Libraries; and
 - c. Swimming Pools

2. Council undertake the remaining service reviews at the completion of the Round 1 service reviews, in order as identified in the prioritisation list of services as continued in the confidential attachment.

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