



Wingecarribee  
SHIRE COUNCIL

# Delivering Better Services

A draft framework for  
providing best-value services  
to the community

*December 2023*



# Delivering Better Services

Recommendation

THAT Council:

1. Adopt the Delivering Better Services Framework.
2. Note the Service Reviews proposed for 2024/25.



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# About the Framework

- A strategic document, prepared for both the organisation and the community
- Takes a wholistic view of Council services and how we ensure they are sustainable and fit for purpose
- Provides context for discussions with the community about Levels of Service



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# About the Framework

- *Delivering Better Services: a framework for providing best-value services to the community*, outlines Council's approach to both planning and reviewing our services.
- Framework endorsed by ARIC and Council's Executive Team for Council consideration
- Reviewed in full every four years but can be adjusted annually based on the outcomes of reviews and feedback on the process.



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# Context

- Local governments deliver a variety of services both internal and external
- Some are mandated and others are optional
- Our aim is to ensure that all Council services are effective, affordable, and meeting current (and future) community needs.
- To achieve this, we need to
  - understand how services are performing
  - ensure all services are well planned, appropriately resourced and able to adapt in changing times



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# Why develop a Framework

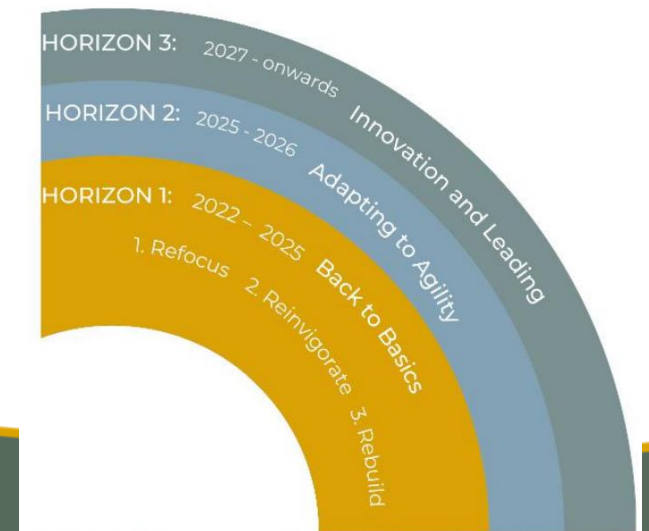
- All councils in NSW are required under new legislation (2021) to conduct service reviews
- Publish a program of service reviews (next Delivery Program 2025 - 2029)
- Report outcomes in the Annual Report



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# The Service Challenge

- Levels of Service that are both affordable and acceptable
- Community wants genuine opportunities to inform service provision
- Meeting and managing community expectations
- Growing and changing demand, increasing costs
- Options for revenue raising are limited
- Impacts the sustainability of local government and the communities they serve
- Supports our improvement Roadmap



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# Our Approach



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# About Service Planning

- Considers the strategic and operational actions a service needs to undertake to achieve its objectives; who is responsible and what resources are required.
- Informs our Operational Plan (1 year) and Delivery Program (4 year) program and resource allocation
- Next year, services will broaden that horizon to include 10-year service goals
- Analysis of issues impacting the service; challenges and opportunities



# Service Plans

- Plans include key data about a service, e.g. *purpose; how it aligns to strategy; existing levels of service and resources; assets delivering the service; performance against agreed targets*
- Provides the community and Council with a full view of each Service, at the Co-ordinator level
- Plans are reviewed annually to ensure data is up to date
- Builds Manager and Coordinator accountability and capacity
- Up to date service data helps us move to a Service Review quickly
- Plans include outcomes of Reviews to help monitor and report implementation

# Levels of Service – work in train

- Define the quality or standard of a service, and what the customer can expect to receive
- LoS are often defined in two ways;
  - community levels of service (the customer experience)
  - technical levels of service (asset focused, technical standards)
- Operational Plans and Asset Management Plans balance the LoS with available funding (what is both affordable and acceptable to the community/organisation)
- 2024/25 Operational Plan will include existing LoS information relating to the service e.g. location, quantity, quality, frequency
- 2024/25 planning cycle will include engaging the community on LoS (in discussion with the incoming Council, as required under legislation)



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# About Service Reviews

- Service Reviews consider the cost, quality and efficiency of a service
- What is working well, what needs to change?
- Are we achieving Best Value?
- Takes a deep dive into the appropriateness of how the service is being delivered
- Enables Council to make evidence-based decisions about the services it delivers and to what extent and standard
- May result in small adjustments or significant changes to a service

## Best Value

Strategic Objectives  
Service Delivery Outcomes  
Quality  
Fair Access



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# Service Reviews

- Framework provides guidance and standards for both staff and external
- Outlines roles and responsibilities in the review process
- Reviews may be led by staff or by an appropriately qualified external
- Approach will be determined by factors such as:
  - objectives and scope of the review (size, complexity)
  - available resources - including inhouse skills and expertise
  - level of service impact and the need for an independent lens



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# Criteria

Council will consider the following when prioritising services for review

- **Importance** – the level of importance placed by the community or organisation on the service
- **Satisfaction** – the level of user satisfaction with the service
- **Value** – the cost of the service and return on investment
- **Performance** - results against agreed service measures, benchmarks and indicators
- **Impact** - of the service on the organisation, community, environment, and/or economy
- **Risk** – the severity, urgency and likelihood of issues impacting the service; for example, potential changes to legislation, funding arrangements or service delivery models
- **Legislation** – whether the service is required (or not) under local government legislation and any issues of non-compliance.



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# Further information

- Framework proposes a high-level process for developing Service Plans and conducting Service Reviews
- Includes information for staff participating in or facilitating reviews and developing service plans
- Defines roles and responsibilities in the Service Review process
- Includes the community's role as the key stakeholder
- Framework will be reviewed every four years, following the local government election.



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# Service Review Framework in Action

- Why do we need to develop a program of Service Reviews?
- How are we planning to conduct our Service Reviews?
- What are the proposed Services planning to be reviewed?
- When will the Service Reviews commence?





# Why do we need to develop a program of Service Reviews?

- To provide assurances to Council and the Community that Council officers have a plan to review our practices and provide value for money in providing services.
- To embed a culture of continuous improvement throughout the organisation by having these reviews performed on a cyclical basis.
- Requirement under our Integrated Planning and Reporting framework to have a program.
- Help drive efficiency in identified areas to take financial pressure off the Long-Term Financial Plan, including any future Special Rate Variation that may be required (IPART requirement to look at efficiencies).

# How are we planning to conduct our Service Reviews?

- The proposed approach will see suitably qualified vendor(s) engaged through a procurement process to conduct each Service Review.
- This will ensure that each Service Review:
  - Is impartial in nature.
  - Is conducted by a vendor who has expert advice on industry best practice for the relevant service.
  - Will ensure the vendor is experienced in change management.
  - Upskill current Managers on Service Review approaches and deliverables.
- It is proposed that once a Service Review has been conducted in an area, Managers will perform their own future Service Reviews (dependant on the scope).

# What are the proposed Service Reviews to be conducted?

- The proposed schedule for the coming financial years (subject to cost):
  - Roads and Drainage Maintenance (including re-sheeting).
  - Parks and Open Space Maintenance.
  - Buildings Maintenance.
  - Pools Management.
  - People and Culture.
- The proposed schedule includes both internal and external service reviews.
- These outward facing services listed are currently placing pressure on Council's Long Term Financial Plan due to the increase cost of asset replacement (depreciation) and escalating cost of building materials.



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# When will the Service Reviews commence?

- It is anticipated that the listed Service Reviews will commence in the 2024/25 financial year, and subject to costs, be rolled across two financial years (dependant on budget).
- The program prioritisation will focus on infrastructure related expenditure where Council is experiencing pressures in its Long-Term Financial Plan to maintain existing Service levels.
- The outcomes of the Service Reviews will be implemented over a period of time as prescribed to ensure the service is operating in an effective manner.

# Adopting the Framework

Recommendation

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