



# SERVICE DELIVERY REVIEWS IN AUSTRALIAN LOCAL GOVERNMENT

*2012*

**UTS:CLG**  
CENTRE FOR LOCAL GOVERNMENT

 **ACELG**  
Australian Centre of Excellence  
for Local Government

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# SERVICE DELIVERY REVIEWS IN AUSTRALIAN LOCAL GOVERNMENT

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2012

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## Preface

One of the most important objectives of the Australian Centre of Excellence for Local Government (ACELG) is to support informed debate on key policy issues. We recognise that many local government organisations are not always able to undertake sufficient background research to underpin and develop sound, evidence-based policy. Local government operates on so many fronts that it is often impossible to keep abreast of all the issues that affect councils and their communities.

ACELG's working paper series helps overcome this deficit. ACELG will never be able to provide off the shelf solutions to all the issues and problems that might face local government, but we aim to clear away some of the misconceptions and myths which can arise without research evidence, and offer insights into the ways in which problems can be effectively addressed.

In that spirit, this paper looks at the findings, recommendations and outcomes of a study of service delivery reviews undertaken in 11 councils across Australia. Local government service provision has transformed significantly over recent decades. Councils have moved beyond a narrow emphasis on 'roads, rates and rubbish' towards broader objectives to promote the social, economic, environmental, and cultural wellbeing of communities. At the same time community expectations of local government have increased while other levels of government have devolved various functions. The overall effect is that councils must provide a greater range of services while endeavouring to meet higher standards.

Costs for providing services and maintaining infrastructure have been increasing considerably faster than generated income. Given these pressures, councils have embarked on formal reviews to ensure the services they provide are relevant to their communities and are financially sustainable in the long term.

Service reviews mean different things to different organisations. In local government, a common objective is to ensure 'value for money' for their ratepayers. They are usually aimed at identifying opportunities for:

- § Service and activity improvements
- § Cost savings and income generation
- § Service level optimisation
- § Improved efficiency and resource usage

This working paper assesses the level of maturity of formal service review processes used in a variety of councils and the outcomes achieved. It also makes recommendations on how these processes can be supported and enhanced, as a future direction.

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# 1. Background, Methodology, Observations & Direction

## 1.1 Introduction

The Australian Centre of Excellence for Local Government (ACELG) has commissioned this research project to profile Service Delivery Reviews within Australian Local Government. In particular, the research examines a number of councils that have successfully undertaken a formal review of the services that they provide, both internally and to their respective communities.

This research report assesses the level of maturity of formal service review processes used and the outcomes achieved. It also identifies how these processes can be supported and enhanced, as a future direction.

## 1.2 Background

Local government service provision has transformed significantly over recent decades. Australian councils have moved beyond the traditional narrow emphasis on 'roads, rates and rubbish' towards broader objectives to promote the social, economic, environmental, and cultural wellbeing of communities. Over a similar period, community expectations of local government have increased while other levels of government have devolved various functions.

While some council services have experienced higher demand from the community (such as sporting and cultural facilities), others have been subject to increased legislative requirements (such as asset management and strategic planning). The overall effect is that councils must provide a greater range of services while endeavouring to meet higher standards.

These challenges have become increasingly difficult due to the financial pressures placed on councils. Costs for providing services and maintaining infrastructure have been increasing considerably faster than generated income, and in some cases this has been exacerbated by externally imposed constraints and revenue restrictions. Given these increasing pressures, councils have embarked on formal reviews to ensure the services they provide are relevant to their contemporary communities and are financially sustainable in the long term.

Service reviews mean different things to different organisations. In local government, a common objective is to ensure 'value for money' for their ratepayers. The reviews help to identify the mix of services and funding arrangements that best meet the community's needs. Service reviews are often undertaken progressively throughout an organisation in a systematic manner, in accordance with identified priorities.

## 1.3 Research Methodology

SmartGov conducted an initial search to identify a number of Australian councils that have conducted service reviews or undergone similar review programs. This involved discussions with and input from a wide range of people in the local government industry, including representatives from:

- § ACELG and UTS:CLG
- § Councils
- § Local Government Associations from each state
- § Local Government Business Excellence Network (LGBEN)
- § Consulting organisations

The councils contacted to participate in the project were also asked to identify other councils that had undergone reviews. Through this process, 33 councils across Australia were identified as having undertaken service reviews or similar programs. All were invited to respond to the survey, and 11 agreed to participate.

The authors of this report acknowledge that the search for councils was not an exhaustive process, and recognise that other councils not contacted during this project may have conducted service reviews. It is anticipated that this research project will be a catalyst for councils to share their experiences in this area.

To introduce the project and seek agreement to participate, an initial phone contact was made with the relevant person(s) in each council. An email was then forwarded with a letter of authority from ACELG and a questionnaire.

The questionnaire was designed to guide and encourage councils in providing information on their review methodologies and results. The participants were asked to complete the questionnaire and provide supporting documents/reports. Following the receipt of the questionnaires, the councils were again contacted to clarify responses received and seek additional information if required. Completed questionnaires are included as attachments to this report.

#### 1.4 Observations

It is evident from the research that a significant proportion of progressive local government organisations across Australia have employed, or are considering employing, a formal system for reviewing the services they provide to their communities. The reasons for taking this approach tend to follow the core themes of:

- § delivering long-term financial sustainability, including addressing any infrastructure funding gap
- § ensuring services remain relevant and align with the 'wants and needs' of local communities, and
- § ensuring value for money and operational efficiency in service delivery

The research has confirmed that service reviews should be encouraged and supported within the local government industry. All of the councils that participated in the research project achieved tangible outcomes from their reviews and demonstrated a net benefit for their communities. In general, the reviews identified opportunities for:

- § Service and activity improvements
- § Cost savings
- § Service level adjustments
- § Alternative modes of service delivery
- § Improved resource usage

The research has also identified that, while there is a common theme driving the conduct of service reviews, each council found it necessary to tailor their reviews (both in scope and processes) to meet their individual circumstances and objectives. This is understandable; all councils are unique in their level of resources (both physical and financial), political climates, demographic profiles, and organisational cultures. This precludes a 'one size fits all' approach to the service review process.

Without exception, councils made use of predominantly in-house resources to research and develop their service review process to meet their unique requirements. From an industry-wide perspective, it is clear

that there would be efficiency gains in supporting councils in the formulation and tailoring of their service review methodologies.

In developing their individual service review processes, council staff tended to rely heavily on established peer networks and professional networks such as LGBEN for guidance and support. The use of these networks is essential to achieving best practice through learning from mutual experiences.

## **1.5 Future Directions**

Representatives from ACELG, UTS:CLG and SmartGov have identified a number of options to further assist and encourage councils in undertaking service delivery reviews, based on the findings of this research project. These include the following:

### **1.5.1 Local Government Service Review Guide**

A Service Review Guide could be developed, comprising a suite of service review models, tools and forms, that can be drawn upon by councils to suit their individual requirements. The Guide would promote and support the integration of service reviews into community strategic planning and performance management frameworks. Given the strong emphasis on defining and reviewing levels of service in strategic asset planning, the Guide would also complement the International Infrastructure Management Manual (IIMM).

### **1.5.2 Service Review Training Program**

Once the guide is developed, it could be promoted across the local government industry and supported by a comprehensive training program. This is expected to receive strong support from councils, as demonstrated by the level of interest in similar courses run by the UTS:CLG. Service review methodologies and case studies have recently been incorporated into two of the UTS:CLG courses, which were well received by the participants.

### **1.5.3 Online Forum and Library**

Service reviews could also be supported through online facilities. Councils participating in service reviews would be encouraged to collaborate and share information through forums and discussions groups. An online library of reference material relevant to service reviews would also be utilised, including information on resource sharing, benchmarking, business enterprises, community engagement, outsourcing, and partnerships.

## 2. Research Findings

### 2.1 Service Review Background

Service reviews covered by this research project were carried out between 2008 and 2011. The timeframe for conducting a program of reviews across an organisation ranged between 6 months and 2.5 years. Individual service reviews lasted from as little as 6 weeks up to 2 years. The implementation of review recommendations extended beyond that period and some are continuing.

Overwhelmingly, the primary driver or motivation to undertake a formal review of services was the need for councils to secure their long-term financial sustainability. Some councils faced the prospect of unmanageable operating deficits that needed to be addressed.

This was particularly the case amongst NSW councils where the compounding effects of 'rate pegging' had limited the opportunities to increase revenue to keep pace with operating costs. There were concerns amongst NSW councils regarding constraints and decisions of other levels of government that affected their long-term sustainability. These included operational revenue constraints, and cost shifting of services from the state to councils. Councils from other states have not been restricted by rate pegging and were motivated to contain the growth in rates through efficiency improvements.

With restricted income and increasing operating costs, councils identified that a formal service review was a practical step toward addressing the 'funding gap'. More specifically, councils aimed to identify opportunities for rationalisation of services, increased efficiency, cost savings, and income generation.

Service reviews did not focus entirely on improving the financial position of councils. A strong emphasis was placed on improving the quality of services. The process was seen by many as a useful vehicle for developing an organisational culture that supports innovation and continuous improvement. To these councils the review was not designed to be a 'one off' exercise, but rather the beginning of an ongoing improvement journey. Other more specific reasons for the decision to undertake a formal service review included the desire to:

- § respond to changing customer priorities and needs
- § determine the right mix of services
- § align the services with the council's vision
- § review and optimise service levels
- § build staff capacity and skills
- § help in determining the role of local government and what is core business
- § define statutory and non-statutory services, and to assess need for the non-statutory services
- § consider alternative service delivery mechanisms
- § consider the potential for divestment of services
- § identify new business opportunities
- § share the provision of services with other organisations

Service reviews were initiated from a variety of sources. As an example, Newcastle's review was prompted by a Councillor's Notice of Motion. In Tumby Bay's case, the new CEO initiated the review.

Typically, the councils adopted a 'whole of council' approach, presumably to maximise the opportunities that could be identified in the process. Both internal and external services were covered, although a greater focus was placed on discretionary or non-statutory activities. One council reviewed the



operational departments where the majority of the budget was allocated. Other councils included selected 'cross-functional' processes that cut across a number of services. This had the added benefit of preventing departments from simply shifting problems to other areas.

## 2.2 Management and Resources

There were various approaches for managing and resourcing service reviews. Generally, the reviews were undertaken using internal resources rather than external consultants. Apart from the direct cost implications associated with the use of consultants, the cultural benefit of conducting reviews internally was seen as a significant advantage. By undertaking the review process themselves, councils felt that there was a greater sense of ownership and control by staff; not only in the process itself, but in the outcomes that were derived. This was seen as being critical to the successful implementation of the review outcomes.

Despite this, three councils did engage consultants to provide guidance and support. This had the advantage of independence and use of specialist knowledge and experience. Examples of activities conducted by consultants included team facilitation, training in proprietary business improvement tools, such as Lean Six Sigma, cross functional mapping, and development of service unit costs.

In some cases, a steering team was responsible for providing overall direction and leadership for the service review program. This team usually comprised members of the senior leadership team of the council. Other members included councillors, staff representatives, union delegates, the chairperson of the Consultative Committee, and managers responsible for human resources, financial management and operations.

In most cases, a project or business improvement team was established to coordinate the service review program. These consisted of between two and five staff members. One person (for example a Director) was assigned the responsibility for the overall management of the service reviews. This included providing guidance and support, and reporting on progress.

There were various approaches to resourcing the individual reviews. In some cases, line managers or teams were responsible for reviewing their own services under the guidance of the project team. This was generally efficient, however some concern was expressed regarding the lack of independence and objectivity. Coffs Harbour and Parramatta addressed this issue by having the managers report their findings to independent review panels. These panels challenged the service information provided, and identified opportunities for improvement and levels of service options.

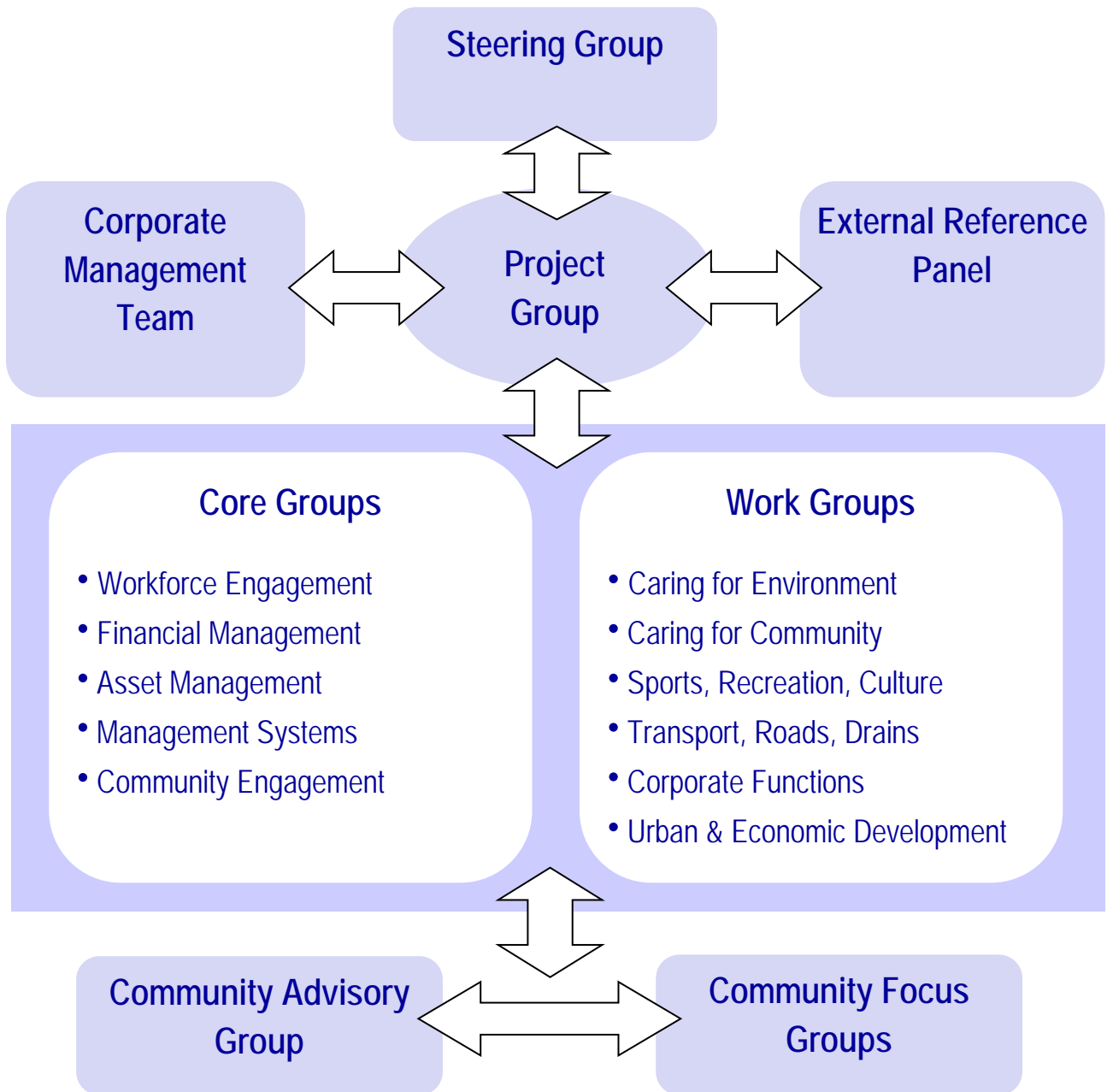
Melville utilised the director and managers from the Community Development directorate to conduct the reviews. An ex-finance manager was also engaged for the development of full unit costs for services. Tumby's review was managed by the CEO and compliance officer. The Executive Team formed a reporting and consultative group.

Another approach was to establish separate teams for each review, consisting of staff from all levels within the organisation. This was generally more difficult to coordinate and required a higher commitment to training. However, it tended to share the load and appeared to gain a higher level of staff involvement and ownership.

Lake Macquarie established a comprehensive team based structure to manage the service review program as presented in Figure 1 below. It reported having over 180 staff (representing nearly 20% of the

organisation) voluntarily participate in the review teams, with many other staff assisting the teams as 'subject experts' and 'key stakeholders'. This enabled staff to 'step out' of their normal work environment and learn more about other areas of the organisation. It also opened up opportunities for staff to develop professionally, and gain team building and leadership skills. A notable feature of this structure was the inclusion of an External Reference Panel to provide independent, professional input and advice to staff. The role of the panel included participating in the development of the review process, assisting with generating new ideas and innovative solutions, reviewing the work undertaken by staff, and challenging the thinking and views of staff.

Figure 1 – Lake Macquarie City Council Service Review Team Structure



### 2.3 Service Review Process

Without exception, the councils developed their own service review process or methodology; typically through individual research, and networking with other councils that have experience in the area. The amount of background information used and adapted by councils varied, with at least two councils conducting comprehensive international research. Some councils were guided by the principles of Business Excellence and sought information from member councils of the Local Government Business Excellence Network (LGBEN).

Most councils designed standard forms or templates for recording information relating to each step in the service review process. Coffs Harbour defined the services in terms of '3Rs': Reason for the service, Resources used and Results gained. Melville established a comprehensive process for conducting service needs and community benefit assessments. Rockdale developed a 'Best Value Service Delivery Model' as a high-level service review tool. Playford reported conducting a pilot service review to determine the effectiveness of its process before commencing a full review program.

In some cases the processes were designed to complement existing improvement methodology. As examples, Melville utilised the Business Excellence ADRI model (Approach, Deployment, Results, Improvement), and Newcastle related their reviews to the Lean Six Sigma (DMAIC).

Some of the areas covered in service review processes included:

- § Prioritising services for review
- § Establishing and training review teams
- § Defining the scope and objectives of service reviews
- § Engaging with internal and external stakeholders
- § Researching and documenting service information
- § Benchmarking with other organisations
- § Defining the reasons for services
- § Determining the resources used to deliver services
- § Assessing the results gained from services
- § Analysing the cost of delivering services
- § Identifying and ranking opportunities for improvement
- § Reviewing levels and standards of service
- § Exploring modes of service delivery including shared services and outsourcing
- § Examining organisational structure
- § Examining key cross-functional processes
- § Reviewing funding arrangements including fees and charges

Councils adopted a wide range of process steps or stages, as outlined in the attachments to this report. Three examples are summarised below to demonstrate the variety of approaches taken:

#### ***Parramatta***

- § Managers were coached in the review process and Lean Six Sigma
- § Managers completed an initial template of questions for each service
- § The initial templates were discussed at a first round of panel meetings (2 ½ hours each)
- § The Executive Team was briefed on shared themes and proposals to map cross-functional processes

- § Managers completed a second round of templates
- § The templates and initial assessment of proposals were discussed at a second round of panel meetings
- § A workshop was held with the Executive Team to discuss findings and potential report structure
- § A workshop was held with Councillors to discuss findings
- § A final report with recommendations was adopted
- § A framework for implementing projects and reporting results was established
- § Monthly progress meetings were arranged

### ***Port Stephens***

- § The Service Review was split into a number of stages
- § Stage 1 was carried out in a holistic manner and involved each section asking a number of questions around the services provided, gaining clarity around where the service linked to the council's vision in the Community Strategic Plan, and asking questions as to whether the council should legally or financially control the service
- § At the end of Stage 1, the Executive Leadership Team prioritised the list of services packages to be reviewed over the next two years
- § From this point the reviews were 'service' specific
- § Stage 2 was aimed at determining if the council should deliver the service and if so, at what cost
- § At this point there was stakeholder consultation with both the direct customer of the service and associated stakeholders of the council
- § At the end of Stage 2, each service had a clear and agreed service strategy in place
- § Stage 3 allowed staff to determine how the council should deliver the service so that they were confident that the organisation delivered the service in the best way to meet the agreed service strategy
- § At the end of Stage 3 the recommendation was presented to the council

The 3 stage process adopted by Port Stephens Council is detailed in a Service Strategy Template – refer to Attachments, page 116.

### ***Lake Macquarie***

All services were identified, categorised and rated for review. The following steps were then followed for each service review:

- § A work group was established and trained to conduct the review
- § An 'icebreaker' meeting was held with relevant staff
- § Community engagement requirements were determined for the service
- § A community focus group was established if relevant
- § Service information was collected using a template
- § Options for the service were identified and analysed, including implications for each option
- § Options were presented to the Steering Group for input
- § Recommendations were formulated in consultation with Directors and Managers
- § A closeout meeting was held with staff and stakeholders involved in the review
- § For external services, the report was referred to a Community Advisory Group
- § Final report was considered by the Executive (and councillors where required)
- § Final decisions were communicated and follow-up actions taken

## 2.4 Service Identification and Prioritisation

Participants were asked to indicate how services were identified for review and categorised. Information was also sought on the criteria used to prioritise and rank the services for review.

The research confirmed that the interpretation of the term 'service' for the purpose of reviews varied considerably between councils. Some defined services at a broad level and selected about 40 service groups or packages. Others broke them down into as many as 200 to audit and analyse their services at a detailed level.

Councils tended to initially identify discrete services by consulting with their departmental managers on the basis that services tended to align with organisational structures. Other councils referred to existing strategic documents to identify their services, including:

- § Strategic plans
- § Operational plans
- § Policies and procedures
- § Service specifications and service agreements

Services were typically separated into those that existed to serve internal customers, such as human resources and finance, and those that provided direct outputs for external customers, such as road maintenance and development application processing.

Some councils found it useful to further categorise their services into those that were required to be provided due to a legislative or statutory obligation (non-discretionary), and those where there was some discretion over their provision. This method of categorisation was helpful where the scope of a service review included the rationalisation of service provision.

Parramatta considered excluding statutory services from the review process but decided against this. The main reason for including the statutory services was that legislation requiring an activity does not preclude efficiency improvements or a change in approach. Rockdale utilised its Best Value Service Delivery Model to identify and categorise services, and group them under 'Principal Activities'. Services were also aligned to council management plan outcomes and strategic directions.

The means for prioritising each service for review varied significantly, depending largely on the aims of the review being undertaken. Where financial savings was a primary focus of a review, services tended to be prioritised based on a 'high-level' assessment of saving or income generation potential. This approach was attractive if there was a desire to take some 'quick wins' during the review process. Often the size of the opportunity for savings was aligned with the size of the budget for a service, and this was used as a simple means of prioritisation.

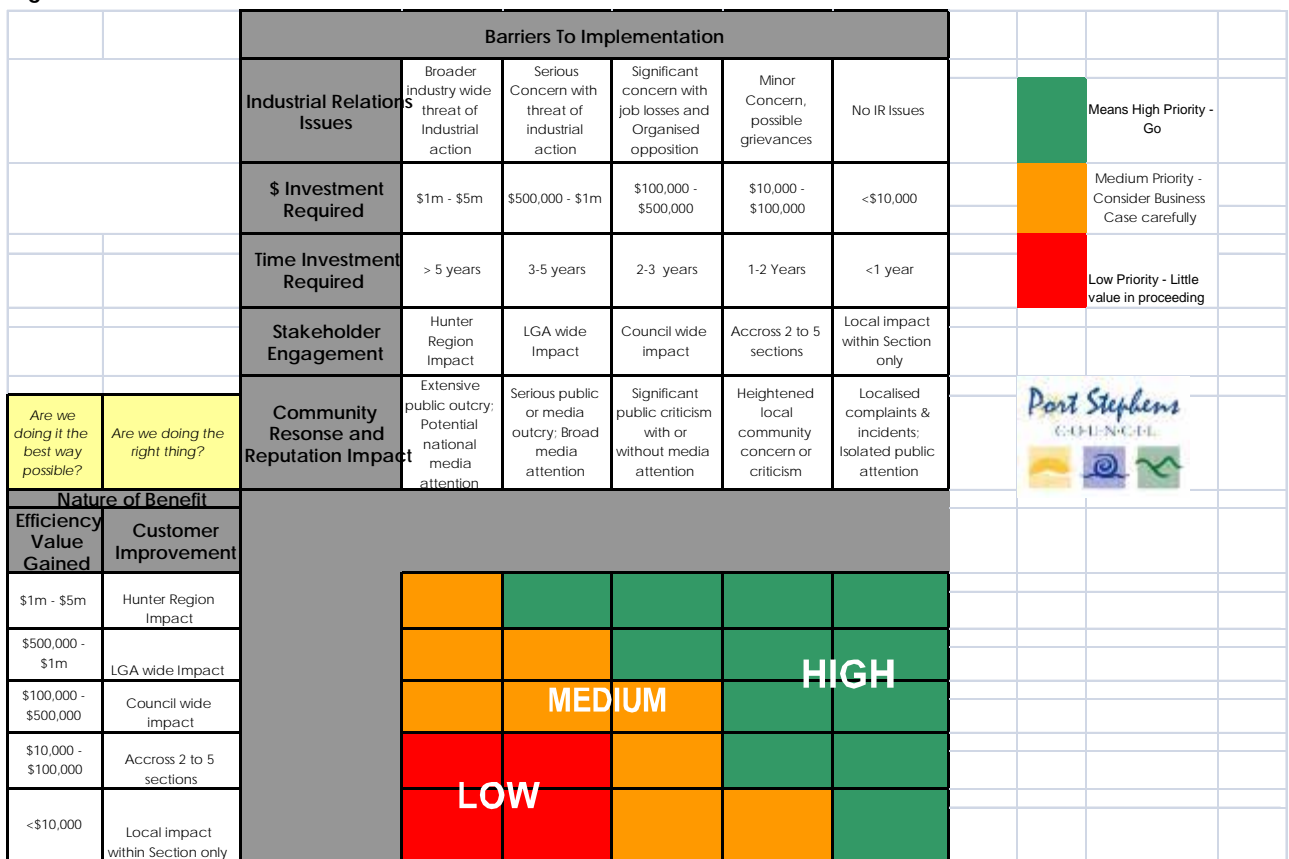
Councils with a broad scope to their reviews often applied a range of objective criteria to each service in order to develop a prioritised listing. These criteria included:

- § Overall budget or cost of service
- § Degree of discretion over the service (statutory / non-statutory)
- § Internal or external customers
- § Service alignment to corporate objectives
- § Potential to generate expenditure savings

- § Potential to generate additional revenue
- § Potential to adjust level of service
- § Potential to improve efficiencies
- § Alternative methods of service delivery available
- § Potential to improve environmental / social outcomes
- § Potential to reduce duplication of services
- § Potential to grow or commercialise the service

For external services, community surveys and other forms of community input were used when ranking services. Coffs Harbour and Port Stephens used a risk type matrix to rate services by plotting the difficulty to implement changes against the perceived benefits to be gained. An example is shown in Figure 2 below.

Figure 2 – Service Prioritisation Matrix



Another approach used to assist with packaging and prioritising services was to broadly consider all services at a strategic level through workshops with senior management. This involved thinking about the 'big picture' issues that the organisation was facing, such as:

- § Climate change
- § Ageing population
- § Vandalism
- § Infrastructure gap
- § Youth social problems

This strategic analysis helped to identify the relative significance of the services and provided direction and guidance when later examining individual services.

Parramatta found that it was not constructive to prioritise the services. This was partly because of difficulties experienced with separating them into contestable and core services. The observation was that all businesses subsequently made improvements in a range of ways – in customer value or efficiency, with some making a much larger financial contribution. While conducting the review across all services created a greater workload, it led to a more positive engagement.

## 2.5 Stakeholder Engagement

All councils recognised the importance of including internal stakeholders (staff) in the review of their services. Those councils that actively facilitated the engagement of ideas from staff, and promoted staff ownership of the process and outcomes, saw their service review as an effective staff culture-building activity.

The various methods that were used to facilitate staff engagement depended largely on the size of the council and the number of staff involved with each particular service. In each case, all staff were informed of the service review process being undertaken, including its aims and objectives. From there, staff were engaged through a variety of means, including surveys and facilitated workshop groups that focussed on each service.

Lake Macquarie established a 'workforce engagement team' to assist with the internal communication and consultation for the service review program. Members were selected based on their communication and facilitation skills, and were generally highly regarded by their peers. A human resources specialist was assigned to the team to provide information and advice as required.

Workforce engagement covered a range of information sharing and consultation activities such as presentations, communication forums, road shows, breakfast meetings, lunchtime briefings, workshops, internal surveys, individual interviews, staff feedback boxes, brainstorming sessions, and individual team meetings.

A successful way of communicating to all staff was through written updates in staff newsletters and/or fact sheets, outlining progress and providing key messages on how staff can be involved in the process. Councils also utilised their intranet and blog space. Port Stephens included as an integral part of the service review process the requirement for each service review team to prepare a stakeholder consultation plan.

There was a relatively consistent approach to councillor involvement and engagement in the service reviews. The importance of involving the elected council, in not only the decision to undertake a service review, but also in the process to be followed, was generally acknowledged as essential to a successful outcome.

In most cases, the elected council endorsed or was informed of the review program prior to commencing. Councillors were also updated on progress through briefings or reports.

One council reported holding a workshop for the elected members, to help identify key opportunities for a number of key services. Councillors were encouraged to think 'outside the square' and consider

alternative options. The workshop outcome provided the service review teams an indication of what the elected members would support in terms of reduced service levels.

The outcomes of the service reviews were mostly reported to councillors for endorsement. In some cases, this was incorporated in the budget or management plan approval processes. One council considered their review to be an operational matter and did not report findings to the councillors. Examples of reports to councillors that communicate and seek endorsement to review outcomes are included in the Attachments to this document.

Community engagement was conducted by four of the councils surveyed. This assisted the councils to incorporate community needs in the reviews and to promote community understanding of the outcomes. A range of methods was used for consulting with the community including contact with key stakeholders, user groups, interest groups, and online surveys.

Councils that engaged with the community generally viewed this as integral to the entire process. The engagement did not replace, but rather complemented, other forms of consultation with the local community. Lake Macquarie established a community advisory group specifically to consult with a broad cross-section of the community during the service reviews. The group covered a broad range of ages, backgrounds and locations of residence. It considered all draft service review reports, and provided feedback on recommendations to the council.

In some cases existing community panels, focus groups and user groups were utilised to engage with the stakeholders of particular services. These groups assisted with information and examination of various options in relation to each service reviewed.

Although a number of councils had not directly engaged with the community during the service reviews, most reported taking community needs into consideration when formulating recommendations. They relied on staff experience, daily interactions with members of the public, past customer satisfaction surveys, and previous consultation when developing strategic plans. Some councils also proposed to conduct further community consultation when setting service levels and during the implementation phase of the review process.

## 2.6 Information Gathering and Benchmarking

The type of information that was collated about each service was reasonably consistent amongst councils, and was recognised as a key step in providing a focus for ideas and seeking opportunities for improvement.

Typical service background information included:

- § Resources involved in the service delivery (budget, staff, assets, contractors)
- § Current levels of service (including outputs)
- § Stakeholder identification (internal/external)
- § Reasons for service e.g. statutory, community desires, risk control
- § Service delivery method (outsourced, in-house, etc.)
- § Relationship with other services including any duplications
- § Mandatory or minimum requirements
- § Current level of satisfaction with service
- § Service utilisation



- § History of service e.g. previous changes
- § Existing constraints
- § Current proposals for changing the service
- § Link or alignment to Community Strategic Plan
- § Quadruple bottom line benefit
- § Current KPI's
- § Partners and competitors

One council stressed the importance of limiting the collection of information so that it did not become too onerous or an unnecessary burden for staff. The main purpose of the information was to enable informed consideration of options and recommendations. Teams avoided overanalysing and trying to resolve every issue related to the service. Time and effort were focused on areas with greatest potential for savings or increase in revenue.

The benchmarking of services against other councils or external providers was conducted by approximately half of the councils surveyed. A range of areas was benchmarked including service outputs, levels of service (quality, timeliness, etc.), costs, processes, and resources. Those reviews that were undertaken in a short timeframe tended to not include the benchmarking of the service, although some identified the need to conduct this in the future. Melville prepared unit costs in preparation for future benchmarking.

There was considerable variation in the extent of benchmarking conducted across services. As an example, the operations area of a council undertook extensive benchmarking of prices including engaging private contractors to undertake certain services to achieve comparisons of costs. Others simply compared measures with other local government teams. Newcastle benchmarked its services amongst 11 councils that were members of the Local Government Business Excellence Network.

Councils that critically considered alternative modes of service delivery, such as outsourcing, shared services and joint ventures, appropriately relied on the benchmarking of their services as a means to assess the viability of the available options.

Parramatta observed that benchmarking worked best when teams had firstly spent significant time defining their purpose and how they would practically measure outputs. The council found that benchmarking too early in the process created confusion, and benchmarking too late did not provide sufficient learning opportunities.

## 2.7 Levels of Service

Levels of service (LOS) are the outputs a customer receives from an organisation. Defining and measuring LOS are integral to councils' performance management and strategic asset planning processes. This topic is covered comprehensively in the International Infrastructure Management Manual (IIMM), which is the recognised standard for asset management practice.

A review of LOS is considered fundamental to any service review, and this is reflected in the council responses received. Irrespective of the primary objective of undertaking reviews, most councils identified that changes in LOS should be considered. However, a number of councils did not alter LOS as a result of their reviews, and focused primarily on efficiency improvements and methods of service delivery. Several councils highlighted the need to review LOS further in the future.

Some councils defined current LOS as a part of the review process, i.e. what is the adopted LOS and what is being delivered? Lake Macquarie expressed current LOS in terms of quantity, quality, timeliness, reliability, responsiveness, and accessibility. An example given was 'how long does it take to deliver the output and how long do people wait?'

Councils highlighted the importance of considering community and customer needs when reviewing LOS. As an example a council identified that services with high satisfaction and low importance ratings had potential for reduced LOS.

In broad terms, the following options were explored when reviewing LOS:

- § Provide no service (i.e. discontinue service)
- § Provide a lower level of service
- § Provide the same level of service
- § Provide a higher level of service

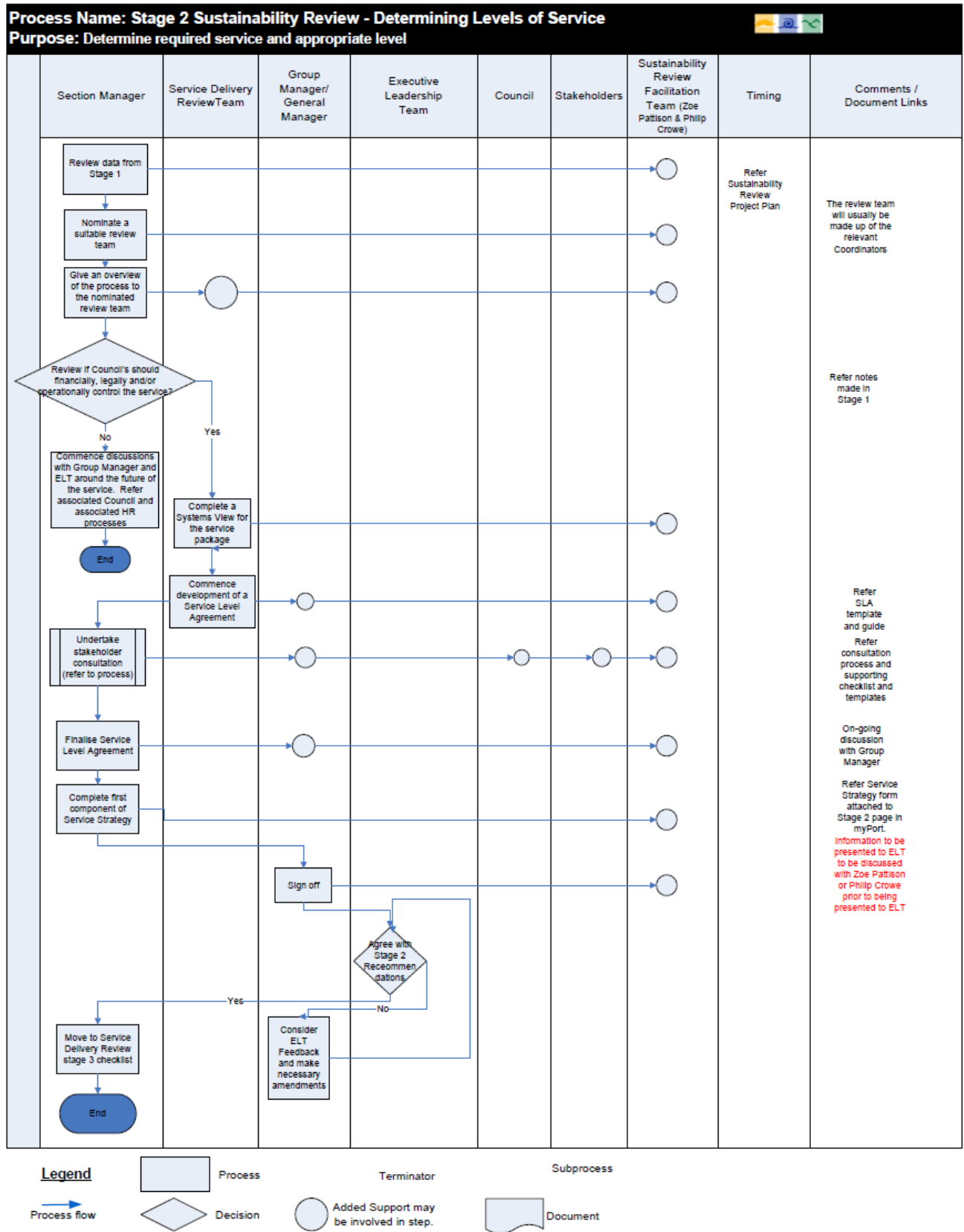
Coffs Harbour formulated three options for LOS, i.e. low / medium / high. The LOS for each service was expressed under each of these options, to enable a comparison to be made and selection of an optimum LOS for each service.

Examples of issues considered when reviewing LOS included.

- § the effect on meeting statutory or regulatory requirements
- § the effect on users of the services and the likely community reaction
- § long-term consequences in relation to the council's strategic directions
- § alternative non-council means for meeting the community's needs
- § the effect on council resources including financial implications

The following Process Flow outlines the method that was used to review the levels of service at Port Stephens.

Figure 3 – Determining Levels of Service



A number of councils reported changes in service levels. Mackay reduced hours in the public pools and 'Artspace'. Melville changed service levels for podiatry services, immunisation, and bin hire for community groups. Rockdale's food inspections and mowing services were increased.

Other examples where councils altered LOS included:

- § Reduction in the provision of rodent baits
- § Discontinuation of Road Safety Officer
- § Closure of some community halls and enhancement of others
- § Changes to residential parking permits
- § Closure of one occasional childcare service
- § Increased service for community mowing assistance program

## 2.8 Modes of Service Delivery

The scope of service reviews tended to include the assessment of a range of alternative modes or methods of service delivery. Effort was mainly focused on opportunities to generate significant service improvements, savings, or income.

An observation of one council was that review teams tended to shy away from exploring alternative modes of service delivery. This was possibly influenced by the perceived impacts on job security. This highlighted the importance of the senior level of the organisation taking a leading role in this area.

The range of methods that councils considered included:

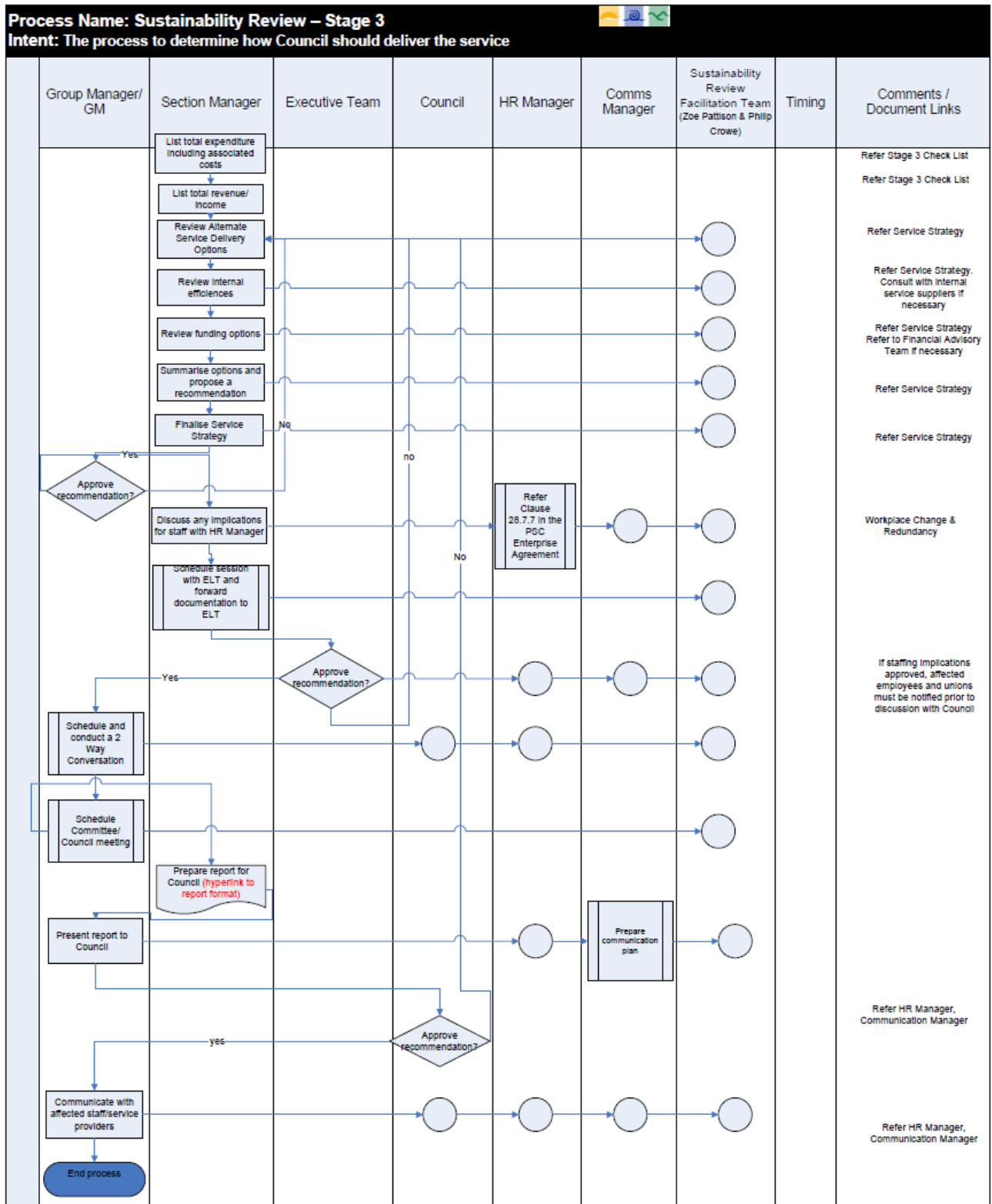
- § Shared services or resources – typically with other councils
- § Strategic relationships – with other councils or regional organisations of councils (ROCs)
- § Joint ventures or public/private partnerships – with external enterprises
- § Community run enterprises – including social enterprises such as charities
- § Outsourcing - through the use of external contractors
- § New entrepreneurial ventures or enterprises – delivering services as an income source
- § Use of 'arm's length entities' to manage the service e.g. the corporatisation of parts of council's operations, or external boards for managing community facilities

Examples of services where alternative modes of delivery were explored or introduced included:

- § External Home and Community Care (HACC) provider
- § External Vacation Care provider
- § A recreational centre
- § Childcare service
- § Out of School Care Services

The following Process Flow outlines the method that was used by Port Stephens to review the method of service delivery.

Figure 4 – Port Stephens Shire Council – Determining How to Deliver Service



### 2.8.1 Shared Services

The potential use of shared services has been considered in most of the recent national and state inquiries into local government. All agree that shared service models could play a useful role in improving financial sustainability in local government. They can be a cost-effective way for councils to share resources, tackle common tasks, or take advantage of economies of scale.

The option of sharing service delivery with other councils was included in most of the reviews that were assessed. Generally, there was little progress made with implementing shared services, however options were being considered including a regional approach through Regional Organisations of Councils.

Lake Macquarie identified a range of criteria for assessing the suitability of services for sharing, which included:

- § Requires high degree of expertise
- § Largely self-contained
- § Can realise economies of scale
- § Non-strategic, low risk, rule-based services
- § High volume transaction processing
- § Requires access to the latest technology

Examples of services that councils were targeting for delivery on a shared basis included:

- § Indigenous Home and Community Care (HACC) services
- § Procurement
- § Library services
- § Legal services under a ROC contract
- § Customer service centre operations
- § Development assessment
- § Printing services

One council noted that a number of service reviews detailed where sharing resources with other local councils was already occurring. Parramatta made an interesting observation that it was moving from a shared service arrangement for computer and business services into an in-house solution.

Readers interested in a more detailed investigation of shared service arrangements are encouraged to read the ACELG paper 'Legal and Governance Models for Shared Services in Local Government, Interim Report, May 2012'.<sup>1</sup>

### 2.8.2 Strategic Relationships

The opportunity to deliver services through a strategic relationship with other levels of government or non-profit organisations was broadly considered by some councils, with only a small number of specific recommendations being made. The reason for this was not apparent, however it may be that candidates for this type of arrangement tend to involve significant pieces of infrastructure, such as regional sporting or cultural facilities, or cooperative arrangements such as joint purchasing, or staff training. On this basis,

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<sup>1</sup> [http://www.acelg.org.au/upload/documents/1337646438\\_Legal\\_and\\_Governance\\_Models\\_for\\_Shared\\_Services\\_3.pdf](http://www.acelg.org.au/upload/documents/1337646438_Legal_and_Governance_Models_for_Shared_Services_3.pdf)

candidates for these relationships may be considered 'out of scope' for many of the reviews that were being undertaken.

The following examples were given where strategic relationships were being formed:

- § New external HACC provider (non profit organisation)
- § Out of School Care services
- § Tourism promotion (non profit organisation)

Lake Macquarie advised that it was considering a number of options for collaborating with other facility owners to increase access and use of their sites, for example schools and TAFEs. Other councils also highlighted possibilities for future consideration. Parramatta noted that a number of agencies had expressed an interest in working together.

### 2.8.3 Joint Ventures

The opportunity to deliver services through a joint venture arrangement with private enterprise or other external party was not broadly considered during the service reviews that were assessed.

A notable exception was Rockdale, which identified an opportunity to enter into a regional waste collection contract with neighbouring councils as a result of their service review, delivering an expected benefit of \$24 million over 10 years. Tumby Bay was also considering a joint venture opportunity to re-use treated effluent, as an outcome of their service review.

Rockdale had also recently embarked on a Strategic Service-delivery Alliance (SSA). This was a mechanism used to formalise a range of alliances between the council and other organisations, for the purpose of 'rethinking' service delivery. In essence, the SSA was an 'innovation platform' where alliance partners continuously explored ideas and ways of better using resources to improve services, as well as identifying value-added business opportunities.

### 2.8.4 Community Run Enterprises

A community enterprise is a business owned, controlled and used by the people who live in an area. Profits or surpluses are usually ploughed back into the community or reinvested in the business. There are often high levels of commercial skills within communities that can be utilised to add value to council activities. Many community enterprises in Australia are incorporated as co-operatives. Community enterprises have seen a resurgence in recent years. Examples include social housing, education and training, aged care, social support, child care and health services.

The option of transferring the delivery of services to a community-run enterprise was considered by some councils surveyed. The most common approach involved providing the opportunity for social enterprises or other not-for-profits to run services.

Playford identified that a social enterprise was operating the local cafeteria in the civic centre. Coffs Harbour was utilising community groups to maintain parks, and Lake Macquarie was investigating introducing community banking into the council area. Other examples where the community was involved in delivering services included cemetery mowing and community events.

### 2.8.5 Outsourcing

While all of the respondent councils indicated that they considered the option of outsourcing the delivery of services, there was little evidence of the option being implemented. There may be a number of

potential reasons for this. As with the service sharing option, it is unlikely that in-house service reviews would recommend outsourcing as they rely significantly on the input and expertise of the staff involved in the delivery of a service. For this to occur, there would perhaps need to be a strong influence over the process by senior management, or potentially the involvement of an external consultant, who could bring some independence to the process.

Tumby Bay identified sewerage operations (re-use of water) as a service under investigation for contracting out. Other examples given by councils were covered in the above sections.

There were a number of internal and external influences when considering a viable outsourcing option, and these included: the senior management and political appetite for outsourcing, whether the council was the major employer in the community, the availability and competitiveness of external service providers, and the level of control that was required over the service, amongst others.

Lake Macquarie indicated that it considered the following criteria as a guide, when assessing the suitability of services for outsourcing:

- § Largely self-contained – services not closely linked to other services or functions
- § High economies of scale – services with high production volumes and highly standardised
- § Non-strategic or ‘non-steering’ – services that do not have a high impact on strategic direction
- § Low complexity and rule based – services that are easy to specify and monitor
- § Changing or specialised technology – services involving high capital and ongoing technology costs
- § High supplier availability – services with large numbers of potential suppliers or contractors

### 2.8.6 New Enterprises

The exploration of entrepreneurial opportunities was not in the scope of all the reviews that were assessed. These options were most likely included where a primary aim of the review included the need to seek alternative sources of income to contribute to the council’s financial sustainability.

Examples of new entrepreneurial opportunities that were being considered or established as a result of service reviews included:

- § Commercialisation of printing and graphic design functions
- § Council-operated tourist attractions
- § Expansion of commercial waste collection service
- § Access to facilities within a natural reserve
- § Development assessment services
- § Strategic land use planning

As a result of its service review program, Lake Macquarie established a business support framework called Lakemac Enterprises (LME), to generate additional income. This was achieved by using existing resources and capacity within the council during normal workload fluctuations and outsourcing services to other local councils, government agencies, and business entities. The council conducted a preliminary feasibility assessment of possible business opportunities based on the following criteria:

- § Is there a niche or emerging market with limited competition? For example, is the service different and easy to distinguish from what others provide? Does the council have a significant competitive advantage over other businesses e.g. technical expertise, economies of scale?



- § Is it relatively easy and low cost to establish the business activity and enter the market e.g. minimal political barriers, low regulation, low capital outlay?
- § Is the business aligned with current council operations? Are there existing available council resources e.g. facilities, property, skilled and experienced personnel, plant and equipment, systems?
- § Is the business likely to be financially sustainable? What are the long-term prospects of the business, taking into account future market potential and the impact of external factors?
- § Does the business provide an overall community benefit for the local government area (economic, social, environmental, wellbeing)? Does it support the area's strategic objectives? Does it add value to services the council provides (expansion/improvement)?
- § Is there a relatively favourable level of risk exposure in entering or trading within a market e.g. technological, insurance, and legislative?

## 2.9 Implementation and Outcomes

The level of implementation of the recommendations or outcomes from the service review process varied significantly across the respondent councils. Many of those surveyed were still finalising, or had only recently completed their reviews, and had not commenced their implementation programs.

Those that had completed their reviews a considerable period of time before the survey reported that the outcomes had been fully implemented, with the most significant outcomes (in broad terms) being:

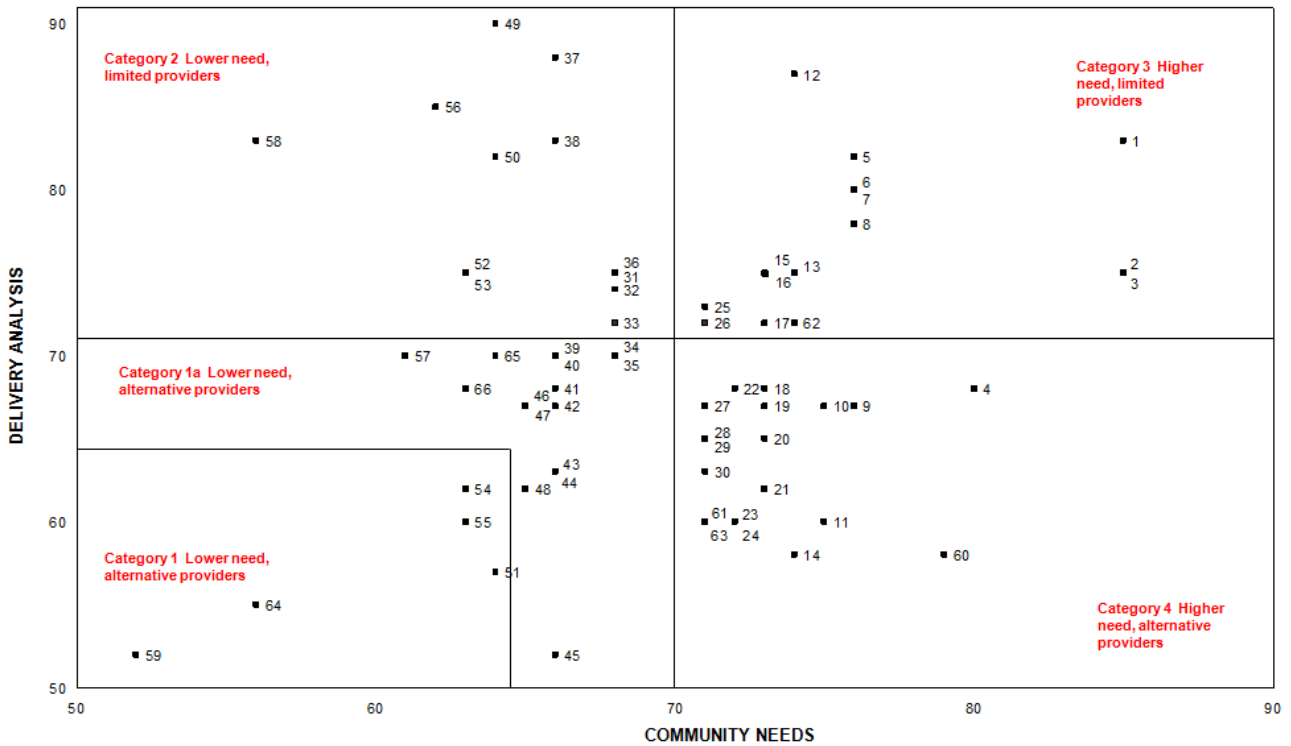
- § Process improvements that led to an increase in LOS at no added cost
- § Efficiency gains that led to direct savings, without adversely impacting LOS
- § Improved work practices and productivity
- § Improved knowledge and awareness among staff and councillors of the range of services that councils provide
- § the development of the service review process itself, that will be used for ongoing continuous improvement, and to facilitate input to the council's long term financial planning activities

One council observed that although many recommendations were minor by themselves, the cumulative effect would result in significant benefits to the organisation, and ensure value for money in delivering services for the community. Some councils had identified processes for actioning and reporting on implementation progress.

The following Quadrant Scattergram by Melville was a useful visual tool for prioritising implementation activities:

Figure 5 – City of Melville Prioritisation of Implementation Activities

**Quadrant Scattergram – Attachment 3**



**Legend – Product or Service  
Community Needs Score / Delivery Analysis Score**

1	Development/planning of sport & physical activity	85 / 83	23	Coord Youth Programs	72 / 60	45	Immunisation (infant)	66 / 52
2	Club/group & sports	85 / 75	24	PHAZE urban art project	72 / 60		Local History Service	65 / 67
3	Club/Volunteer development	85 / 75	25	Gymbakids	71 / 73	47	Collections Management	65 / 67
4	Volunteer Recognition	80 / 68	26	Neighborhood Watch	71 / 72	48	Seniors -advice, information	65 / 62
5	Events Package	76 / 82	27	Health promotion	71 / 67	49	Living Library Program	64 / 90
6	Event bookings	76 / 80	28	Group Fitness Programs	71 / 65	50	Support for East Timor Friendship	64 / 82
7	Community Event Management	76 / 80	29	Gym Circuit, LLLS	71 / 65	51	Calendar of Festivals and Events	64 / 57
8	Ethnic Melville Active Seniors	76 / 78	30	Gallery Exhibitions	71 / 63	52	Midge control/treatment	63 / 75
9	Sports Coaching & Competitions	76 / 67	31	Seniors Information Directory	68 / 75	53	Support Senior Citizen Centres	63 / 75
10	Mgt Community Centres	75 / 67	32	Melville Family Support Program	68 / 74	54	Libraries - Children's programs	63 / 62
11	Mgt of Grants	75 / 60	33	Mgt Comm & Public Art Projects	68 / 72	55	Podiatry	63 / 60
12	Bus shelter painting project	74 / 87	34	Food safety & hygiene	68 / 70	56	Teenvac	62 / 89
13	Provision of "Activelink" program	74 / 76	35	Art Awards	68 / 70	57	3 x Museums	61 / 70
14	Community Transport Services	74 / 58	36	Emergency relief	68 / 75	58	HACC - Meals to Music	56 / 83
15	Learn to Swim Programs	73 / 75	37	Melville Youth Advisory Council	66 / 88	59	Resident rat bait program	52 / 52
16	Mgt Senior Assistance Fund	73 / 75	38	Banners – Canning Highway	66 / 83	60	Travelsmart	79 / 58
17	Youth activities	73 / 72	39	Youth Sport Scholarships	66 / 70	61	Environmental Education Programs	71 / 60
18	Aquatic Facilities	73 / 68	40	Youth Sport Grants	66 / 70	62	Environ Sustainability Programs	74 / 72
19	Meals on Wheels	73 / 67	41	Seniors Forums	66 / 68	63	ICLEI	71 / 60
20	Gymnasium	73 / 65	42	Social English classes	66 / 67	64	Sand supply schools	56 / 55
21	EMAS (non HACC)	73 / 62	43	Libraries -Adult Programs	66 / 63	65	Bin Hire -community gps	64 / 70
22	Aboriginal liaison	72 / 78	44	Art Collection	66 / 63	66	Collection of Commercial waste	63 / 68

### 2.9.1 Financial Benefits

Where the objectives of councils in conducting a service review included the need to identify direct financial savings, the bulk of councils reported that savings were realised. Some councils had not yet determined the anticipated or realised financial benefit.

In some cases, estimates of projected savings were determined for the key recommendations. The savings were due to a reduction in expenditure and/or increase in revenue. The projected savings were usually approximate estimates and were subject to further investigation during implementation. As would be expected, the scale of the saving potential was largely dependent upon the size of the budget for the range of services being reviewed.

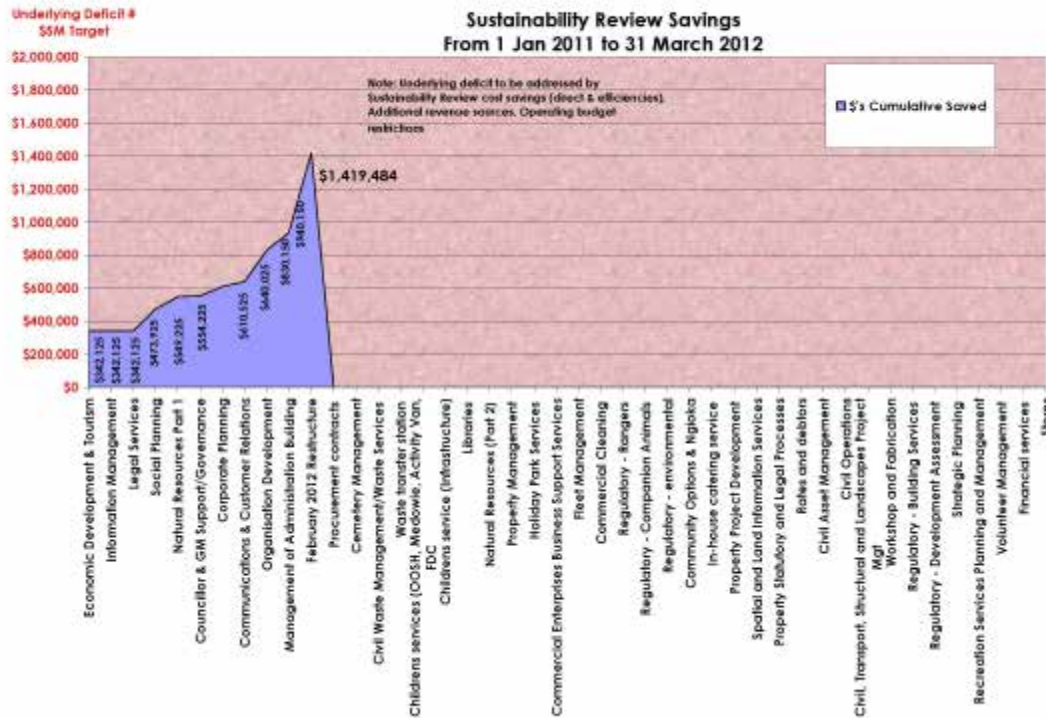
The reported savings from the majority of surveyed councils ranged between \$1.7 million and \$4.0 million per year, with some predicting further savings. One council forecast its total financial benefit from the service review at \$10 to \$14 million per year, after taking into account initiatives such as property development and entrepreneurial businesses. Another council reported its financial benefit in terms of containing annual rate increases below CPI.

Examples of specific savings and income identified by councils included:

- § Savings in purchasing area (\$2.4 million)
- § Efficiencies in small plant hire (\$400,000)
- § Fuel savings (\$60,000)
- § Workshop efficiencies (\$23,000)
- § Increased income within sewage management (\$50,000)
- § Savings through a reduction in staff (\$170,000)
- § Reduction in maintenance costs for community facilities (\$167,000)
- § Increased income within cemeteries (\$50,000)
- § Saving in landfill airspace consumption (\$780,000)
- § Reduction in cost of environmental health unit (\$40,000)
- § Increased income from parking enforcement unit (\$400 to \$1.5 million)
- § Financial improvement in commercial waste collection business (\$450,000)
- § Reduced cost in unsealed road maintenance (\$3,000/km)

The following graph demonstrates the expected cumulative savings (by service) for Port Stephens at the time of preparing this report. This graph was progressively updated by the council as service reviews were completed.

Figure 6 – Port Stephens Shire Council Expected Cumulative Savings



### 2.9.2 Other Benefits

Apart from 'bankable' savings, other benefits that councils reported as a result of undertaking a formal service review included:

- § The contribution that was made to the council's financial sustainability through new efficiencies
- § Improvement in staff culture, through increased knowledge, ownership, cross-unit cooperation, and development of an 'efficiency' mindset
- § Alignment of service delivery with community needs
- § Increased customer awareness and service
- § Development of networks with other 'like minded' councils, either locally or through established networks such as the Local Government Business Excellence Network
- § The development of 'unit costs' for service activities to demonstrate competitiveness and for ongoing measurement of continuous improvement
- § Establishment of a framework to support and drive continuous improvement
- § Improvement in public perception and reputation through the demonstration of sound governance and efficient management
- § Improved quality of services
- § Defined service levels and developed service specifications
- § Improved internal efficiencies
- § Optimisation of resource usage
- § Improved customer satisfaction
- § Improved staff engagement and involvement in improving the business
- § Preparation for the future

- § Increased focus on core business
- § Greater understanding of how services are provided
- § Rationalisation of services and service levels

Several councils expressed significant benefits from conducting reviews internally, not only in the overall cost of the project, but the ownership of outcomes it provided for staff. This also exposed staff to professional development opportunities, and the chance to gain knowledge and a better understanding of services outside their normal area of work. The use of an external panel by one council also increased transparency, and constantly challenged the council to consider less palatable options.

Other perceived advantages in the service review approaches used by councils included the following:

- § Evidence based frameworks were able to be developed
- § There were opportunities to work 'on the business', to make business improvements that delivered savings and efficiencies
- § Having councillors, union representatives, executive managers and staff on the project steering committee meant all stakeholders were continually kept up-to-date
- § The reviews were managed as projects, using documents such as project plans, Gantt charts, process maps, mind maps, system views, and project status reports
- § Including councils' continuous improvement methodologies meant a consistent approach was applied to the overall process
- § Utilising the Local Government Business Excellence Network gave councils the opportunity of building relationships and sharing/benchmarking services with others
- § There was extensive buy in and commitment from leadership
- § A whole of council approach was taken

### 2.9.3 Lessons Learnt

Respondent councils were asked to reflect on their experience with conducting a service review to determine if they would modify their approach in the future. A relatively common theme emerged around the time and resources that were used in the process. Some felt they undertook their review too quickly, causing a major disruption to existing staff workloads. The speed of the review also resulted in some aspects not extracting the potential full benefit. Others felt their reviews went on too long without tangible outcomes, and this resulted in staff tension.

Finding a balance between the length of time taken to undertake a review through to implementation, the amount of resources used in the process, and the quality of the outcomes as a result, is something that needs to be individually assessed based on the council's circumstances and organisational drivers at the time.

Other opportunities for improvement identified by councils included:

- § Increased focus on cost savings and efficiency gains
- § Increased involvement of department managers as some were detached from the process
- § Improvements in quantifying impacts of recommendations
- § More scrutiny in the definition of discretionary services
- § Improved method for reviewing the levels of service
- § Increased collaboration with other councils
- § Greater involvement of staff throughout the process

- § Clear and concise communication of the purpose and objectives of the project
- § Greater involvement of councillors
- § Increased training and preparation
- § An adaptive approach for each workplace
- § More time for report compilation
- § A less expensive and more efficient process
- § Use of external resources for a more detailed review and to a greater depth

### 3. Attachments

Attachment 1	Survey Results - Coffs Harbour City Council (NSW)
Attachment 2	Survey Results - Lake Macquarie City Council (NSW)
Attachment 3	Survey Results - Mackay Regional Council (QLD)
Attachment 4	Survey Results - City of Melville (WA)
Attachment 5	Survey Results - City of Newcastle (NSW)
Attachment 6	Survey Results - Parramatta City Council (NSW)
Attachment 7	Survey Results - Port Stephens Shire Council (NSW)
Attachment 8	Survey Results - City of Prospect (SA)
Attachment 9	Survey Results - Rockdale City Council (NSW)
Attachment 10	Survey Results - District Council of Tumby Bay (SA)

## Attachment 1 – Survey Results – Coffs Harbour City Council (NSW)

**Council Name:** Coffs Harbour City Council

**Date:** 6 February 2012

### Service Review Background

**What were the primary drivers behind the decision to undertake a review of services? e.g. financial sustainability, continuous improvement, asset planning, business excellence, etc.**

Financial sustainability, continuous improvement, consideration of alternative delivery mechanisms / structure

**Please briefly describe the terms of reference or scope of the service review. e.g. council-wide, selected services, selected processes, etc.**

All services both internal and external

**When was your most recent review project undertaken, and how long did the project take?**

August – December 2011

### Management & Resourcing

**How were the reviews managed and resourced? e.g. internal steering group, review coordinator, staff teams, consultants, external facilitator.**

- Project manager appointed (internal, Director level)
- Cross-functional steering group formed
- External facilitator for assistance with training only

**If you used internal resources for your review, how were review teams structured? What was their membership profile?**

- Each service owner was responsible for preparing information on the service (in consultation with their staff).
- They reported to a review panel chaired by a Director (not the Director responsible for the service) and two manager level staff.
- The project manager also sat in on all review panel sessions to ensure consistency and pick up issues crossing boundaries of services.
- Basically, all managers reviewed their own service and almost all sat on at least one review panel.

### Service Review Process

**Was a defined process used for conducting the reviews? Please provide an outline of the process.**

Yes.

1. Service owners define the Service in terms of the '3Rs': Reason, Resources and Results (the reason for the service, the resources – financial, human, systems – to deliver it, and the results gained).
2. Review Panel at 'gate 1' challenges the definitions and identifies opportunities for improvement (OFIs) and levels of service options (LOS) to be worked up for 'gate 2'.
3. Service owners work up OFIs and LOSs. LOSs define the '3Rs' for various service levels e.g. less \$ / basic service, more \$ / better service, etc.
4. Review Panel at 'gate 2' reviews OFIs / LOSs for adequacy, rating these in terms of overall priority based on a matrix of benefits realised against the difficulty of implementation.
5. List of potential OFIs and LOSs considered by Council's Executive for consideration.
6. Community Survey of the 26 external services (currently underway) seeking input on the importance and satisfaction with them.

**How was the process established? e.g. proprietary system, developed in-house.**

After visiting Parramatta City Council, who were very helpful, we developed ours in-house.

**Was the process based on an existing business improvement methodology? e.g. Lean Six Sigma, PDSA, etc.**

No – new 'triperspectival' approach based on the '3Rs' of reason, resources and results.



**Are the service reviews part of an ongoing continuous improvement program? If so, please describe.**

The OFIs from the gate 2 reviews will feed into an ongoing continuous improvement program that will identify, prioritise and monitor implementation of improvements in an ongoing way.

**Service Identification & Prioritisation**

**How were the council's services identified for review and categorised? Please provide details of services.**

<i>External Services</i>		<i>Internal services*</i>
Customer Service		
Water		Corporate planning
Sewer		Governance
Roads and bridges		'Digital e-leadership'
Parks and facilities		Finance
Stormwater		Corporate Information Services
Footpaths and cycleways		Human Resources
Flooding and coastal management		Procurement
Property		Media
Cleaning (city image)		Plant and fleet management
Waste management		Design
Land use planning		Strategic asset planning
Development assessment		Infrastructure program mgt.
Compliance		Caravan parks
Environmental management		Airport
Health		Environmental laboratory
Emergency management		Telemetry (and optic fibre)
Economic development		Civil contracting
Community services		<i>*including business units</i>
Sport		<i>operated on a commercial basis</i>
Tourism		
Lifeguards		
Arts and culture		
Library		
Event management		
Community engagement		

**How were the services prioritised or ranked for review? What criteria were used?**

External services – community survey based on importance and satisfaction (1-5 ranking)  
 OFIs and LOSs for both internal and external services were given a priority ranking using a risk type matrix plotting the difficulty to implement versus benefits gained.

**Stakeholder Engagement**

**How were internal stakeholders / staff involved in the reviews?**

At manager level: part of the process. Lower down: through consultation with manager and also via 'Executive Chats' (presentations on the process to all staff by Council's executive)

**Was there community consultation during the reviews? How was this conducted?**

No – outcome after complete to inform next steps.

**What segments of the community were consulted? e.g. people with a particular interest in a service, existing community and user groups.**

We are currently undertaking a random sample of 500

**How were community needs incorporated in the reviews?**

Staff were to highlight potential measures/indicators as part of process

<p><b>Was the community involved in setting new service levels? <i>If so, please describe.</i></b></p> <p>Will be</p>
<p><b>Was the elected council involved in the decision to undertake a review? <i>If so, describe how they were engaged (e.g. briefing, report, etc.) and the level of input that they provided.</i></b></p> <p>Yes- report to council</p>
<p><b>Was the elected council kept informed of the progress of the review? <i>If so, at what stages of the project?</i></b></p> <p>Only informally, report to Council after gate 2 and before survey commenced</p>
<p><b>Was the elected council required to make any critical decisions regarding the adoption of the review outcomes (e.g. allocation of resources, variation to service delivery, etc.)? <i>If so, please describe.</i></b></p> <p>Will do, after the survey a recommended service mix will be provided as input to new LTFP</p>

### Information Gathering & Benchmarking

<p><b>What types of information and data were collected for each review? <i>e.g. statutory requirements, current outputs, current levels of service, potential modes of service delivery.</i></b></p> <p>All done under 3Rs:          Define reasons – e.g. statutory, community desires, risks...          Resources - \$, people, systems          Results – actual performance</p>
<p><b>Were any service areas benchmarked against external organisations or providers? <i>If so, please describe.</i></b></p> <p>Opportunities to do so were identified, but not part of review scope – this will happen down the track</p>

### Levels of Service

<p><b>Were service levels reviewed? <i>If so, please describe.</i></b></p> <p>Yes. Key part of process was to firstly define current (i.e. what is the adopted LOS, what is being delivered) but then to formulate three options low/medium/high for LOS. These were recommended by service owner for gate 1, set by review panel at gate 1 for working up and presentation for gate 2, at which they were reviewed / challenged by the review panel.</p>
<p><b>Were there changes made to service levels as a result of reviews? <i>If so, please describe.</i></b></p> <p>Not at this stage</p>

### Modes of Service Delivery

<p><b>Were alternative models of service delivery explored? <i>See examples below</i></b></p> <p>Yes – span of control, governance, contracting out, etc.</p>
<p><b>Was service sharing with other councils considered? <i>Please provide details</i></b></p> <p>yes</p>
<p><b>Were strategic relationships formed with other government or non-profit bodies? <i>If so, please provide details.</i></b></p> <p>Not at this stage</p>
<p><b>Were joint ventures or partnerships with private enterprise considered? <i>If so, please provide details.</i></b></p> <p>yes</p>
<p><b>Was consideration given to community-run services or enterprises? <i>If so, please provide details.</i></b></p> <p>Yes e.g. parks maintenance by locals</p>

<p><b>Was consideration given to outsourcing services to external providers? <i>If so, please provide details.</i></b></p> <p>Yes – considered for all services</p>
<p><b>Were any new business or commercial enterprises to generate additional revenue identified? <i>If so, please provide details.</i></b></p> <p>A couple, to be further explored before implementation</p>

**Implementation and Outcomes**

<p><b>Please describe the level of implementation of review recommendations.</b></p> <p>At this stage minimal, currently formulating an ongoing framework for continuous improvement to roll out / do ongoing reviews</p>
<p><b>Please describe the most significant outcomes from the review process. <i>e.g. cost savings, efficiency gains, revenue generation, changes in service levels, introduction of new services, discontinuation of services, new modes of service delivery, etc.</i></b></p> <ul style="list-style-type: none"> <li>– Better awareness by staff of what they do – will feed in to business plans for each service</li> <li>– Better understanding across council of what others do</li> <li>– Clearer focus on problem areas / priorities</li> <li>– OFIs now available to consider for implementation</li> <li>– Arguably the biggest: we now have a consistent framework (3Rs) covering all services of Council with which to inform future decisions around LTFP, etc.</li> </ul>
<p><b>What has been the overall financial benefit from the service reviews (if any)?</b></p> <p>Yet to be determined.</p>
<p><b>What have been the main benefits of undertaking service reviews? <i>e.g. staff culture improvement, efficiency, rationalisation of services and service levels, financial sustainability, etc</i></b></p> <p>See above</p>
<p><b>What were the lessons learnt? Would you do things differently in your next review project?</b></p> <p>More time to do it! I think there was a greater expectation of cost savings / efficiency gains to be had, where the review process demonstrated that Council is run fairly lean, and the next step is to stop doing all the things we're doing.</p>
<p><b>How would you describe the perceived advantages and disadvantages of the approach you undertook in your review project?</b></p> <p>Happy with how it went.</p>
<p><b>Are you aware of any other councils that have conducted service reviews? <i>If so, please list.</i></b></p> <p>Parramatta, Kempsey, Great Lakes</p>
<p><b>Do you have any other comments or observations regarding your service review project?</b></p> <p>The industry really needs a logical, consistent process for service reviews. Would be very interested in contributing to this process</p>

## Attachment 2 – Survey Results – Lake Macquarie City Council (NSW)

**Council Name:** Lake Macquarie City Council  
**Date:** 12/3/2012

### Service Review Background

**What were the primary drivers behind the decision to undertake a review of services? e.g. financial sustainability, continuous improvement, asset planning, business excellence, etc.**

Based on work carried out on LMCC's 10 Year Community Plan and 2008/09 Budget, indications were that Council's long-term financial sustainability was under threat. Without changes in services, increases in revenue and changes to the Council's operations, the organisation faced the prospect of unmanageable deficits running into the millions of dollars in the future.

In past years, Council's overall financial health has been relatively sound; however, it was becoming increasingly more difficult to respond to the financial pressures placed on the organisation. There were in particular, concerns regarding constraints and decisions of other levels of government that effect the long-term sustainability of Council. These include rate pegging, operational revenue constraints, and cost shifting. Investigations of Council's estimated operational revenue for the 2008/09 budget year revealed that approximately 80 per cent is controlled externally. This over-regulation by other levels of government has significantly constrained Council's ability to cope with large increases in costs, particularly infrastructure construction and maintenance costs.

During the preparation of the 10 Year Community Plan, some preliminary work was undertaken in identifying and analysing the services provided by Council. The Corporate Management Team also undertook a number of workshops to identify where savings could be made and revenue increased to achieve a balanced budget for the 2008/09 financial year. Although this was a worthwhile exercise, much more work is required and many hard decisions were needed to bring the organisation into a sustainable position in the long term.

**Please briefly describe the terms of reference or scope of the service review. e.g. council-wide, selected services, selected processes, etc.**

The service review included all Council Services (council-wide) both statutory and non statutory. The process is outlined in the 'defined process' below.

Council's objective was to find the right mix of services and funding arrangements that would support long-term financial sustainability.

In more specific terms, this included:

1. Identifying levels and standards of services that best meet the needs and expectations of the community;
2. Stepping away from traditional thinking and exploring new opportunities to increase revenue, and
1. Linking in with other organisations to share the responsibility of providing community services

**When was your most recent review project undertaken, and how long did the project take?**

From October 2008 to April 2011, Council undertook an extensive review of Council operations to ensure the organisation continues to provide cost-effective services for the Lake Macquarie community. In total 65 services were reviewed and substantial progress made on other related organisational improvement activities. These included cost saving measures, collaborative partnerships with other councils and organisations, and new revenue-raising ventures.

### Management & Resourcing

**How were the reviews managed and resourced ? e.g. internal steering group, review coordinator, staff teams, consultants, external facilitator.**

The review project was managed by an internal Project Group consisting of 3 fulltime staff (2008 -2010). During the life of the project, over 180 staff have voluntarily participated in staff project groups, with many other staff assisting the groups as 'subject experts' and 'key stakeholders'. This has enabled staff to 'step out' of their normal work environment and learn more about other areas of the organisation. It has also opened up opportunities for staff to develop professionally, and gain team building and leadership skills.

**If you used internal resources for your review, how were review teams structured? What was their membership profile?**

The council established a comprehensive team based structure to manage the service review program as described below.

**Steering Group:** comprising the Executive management team, the Steering Group provided overall leadership and direction for the project. The Steering Group approved priorities and schedules, provided strategic input into service reviews, and endorsed the final reports and recommendations.

**Project Group:** was responsible for the day-to-day management and administration of the project. This included establishing service review teams to undertake service reviews, developing process documents, researching reference material, providing guidance and support for groups, and tracking progress.

**Corporate Management Team:** Council's Corporate Management Team comprised the senior managers in the organisation, and was responsible for providing strategic input and direction.

**Reference Panel:** An external Reference Panel was established to provide independent, professional input and advice to Council staff. The role of the panel included participating in the development of the review process, assisting with generating new ideas and innovative solutions, reviewing the work undertaken by staff, and challenging the thinking and views of staff.

This panel of three had extensive local government knowledge and experience, and were acknowledged at the national and international levels. The panel helped to control the overall cost while ensuring a reasonable balance of internal and external input.

**Core Groups:** were set up to oversee and undertake key functions that were fundamental to the project:

***Workforce Engagement***

The Workforce Engagement group was responsible for managing internal communication and consultation. The group developed a workforce engagement strategy and a communications plan. Other tasks included arranging staff and councillor information sessions, preparing articles for staff newsletters, setting up a staff feedback system, arranging brainstorming sessions, and attending team meetings to provide updates.

***Financial Management***

This group was responsible for ensuring coordination between the organisation's financial management functions and the review project. As the review progressed, recommendations regarding services were referred to the group for validation and feeding into a 10-year financial model.

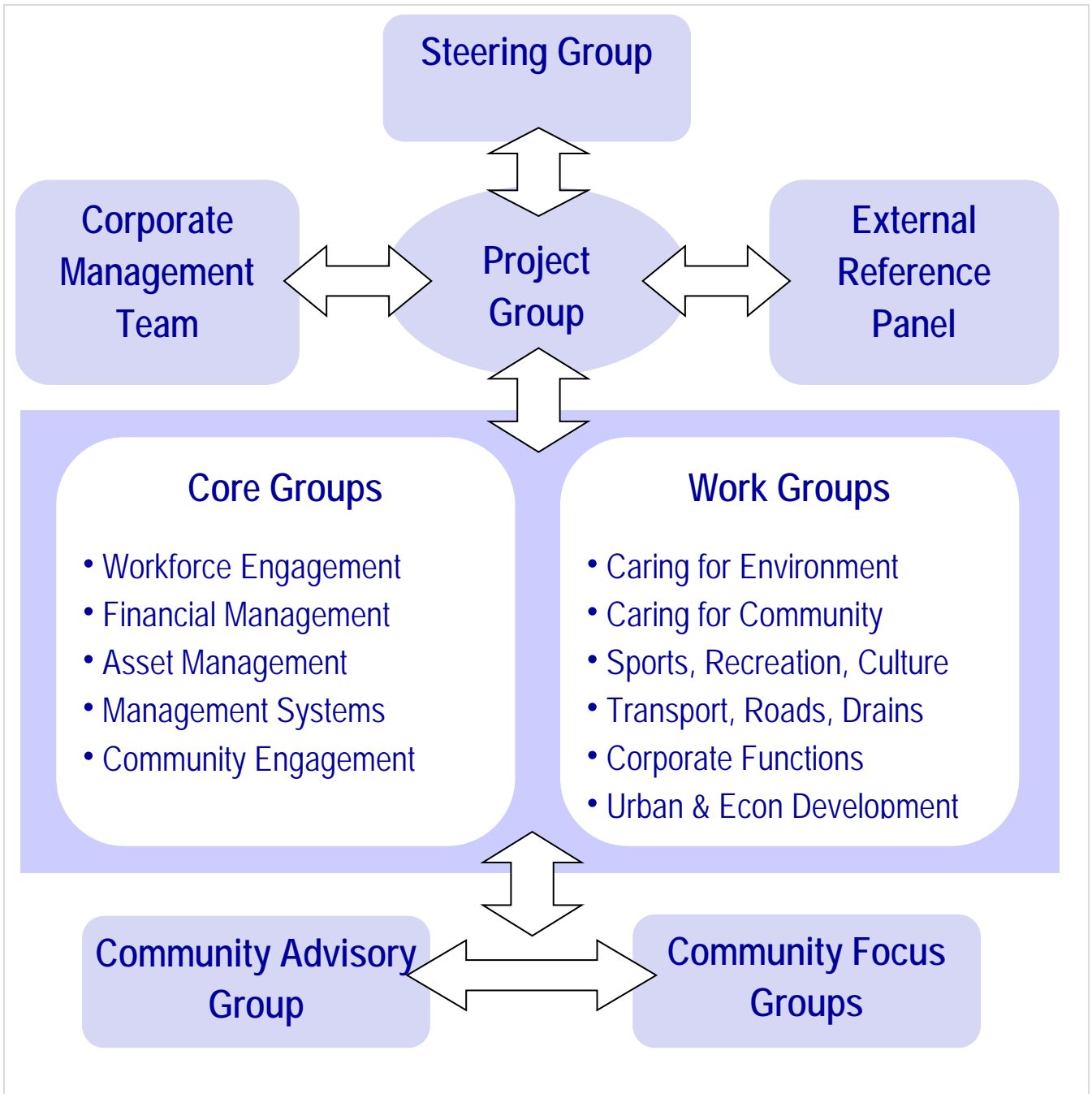
***Asset Management***

The Asset Management group ensured coordination between asset management systems and the review. It was responsible for determining future expenditure requirements to bring Council's infrastructure assets to a satisfactory condition and to maintain them at that level.

***Management Systems***

This group ensured coordination between the organisation's management system functions and the review project. In particular, the group used the results of a recent review of the Integrated Management System to ensure that the organisation's processes were outcome driven and red tape was minimised.

A Service Review Team was formed for each service review. The teams were responsible for various activities including engaging with stakeholders, gathering information, benchmarking, exploring and analysing options, and preparing recommendations. The teams also investigated ideas and issues as they arise during the reviews. Most staff participating in the process also fulfilled their normal roles in the organisation, thereby minimising the overall cost of the project.



**Service Review Process**

Was a defined process used for conducting the reviews? Please provide an outline of the process.

The key steps in the process are provided below.

1. Identify & categorise service
2. Identify community engagement requirements
3. Prioritise service for review
4. Establish work group
5. Establish service review template
6. Hold icebreaker meeting
7. Establish community focus group - if relevant
8. Gather service information
9. Identify & analyse options
10. Identify implications for each option

11. Prepare recommendations
12. Prepare summary
13. Review service review documents
14. Check service review documents
15. Hold closeout meeting
16. Record comments from director(s) and manager(s)
17. Refer to steering group for input
18. Refer to community advisory group
19. Arrange final approvals & follow-up actions
20. Communicate final decisions

**How was the process established? e.g. proprietary system, developed in-house.**

The process was developed in-house based on national and international research.

**Was the process based on an existing business improvement methodology? e.g. Lean Six Sigma, PDSA, etc.**

The process was designed to complement existing improvement methodology such as Lean Six Sigma and Business Excellence.

**Are the service reviews part of an ongoing continuous improvement program? If so, please describe.**

The service review was the catalyst for a continuous improvement program being introduced at LMCC.

### Service Identification & Prioritisation

**How were the council's services identified for review and categorised? Please provide details of services.**

All existing Council services were identified in consultation with department managers and inserted into a Services Register. For simplicity, the register generally included those services that provided outputs to customers outside the 'owner' department i.e. they did not include those that only provided outputs to another section within the same department.

As services were reviewed there was a need to make changes in the Services Register. Some were broken down into more services while others were combined.

**How were the services prioritised or ranked for review? What criteria were used?**

A priority rating was given to all services within each PAG and inserted in the Service Register:

- Priority 1 – review these services first
- Priority 2 – review these services next
- Priority 3 – review these services last

The following criteria was considered when identifying the higher priority services for review:

- High total cost of service
- High net cost of service (after income is subtracted)
- Potential for review to generate significant cost savings
- Potential for review to generate significant additional revenue
- Potential to reduce service level without generating significant community dissatisfaction
- Potential for review to improve environmental outcomes
- Potential for review to improve social outcomes
- Potential for review to improve efficiencies
- Declining level of external funding
- Current duplication of services or activities
- Non- mandatory or non-essential service
- Alternative methods of service delivery are available
- Related items in the Ideas & Suggestions Register that have a high potential to generate significant savings and/or income
- Anticipated level of community engagement required, e.g. if there are a large number of external stakeholders or there is potential for significant community dissatisfaction, the service may be given a higher priority as you will need longer to review.

In assessing the above criteria, in particular item e), consideration was given to previous community feedback, to gauge the likely reaction to cutting or reducing services. This included community surveys, the 10-year community plan, and feedback received from

the community advisory group. Services with a combined rating of low importance and high satisfaction were more likely to be supported by the community for service reduction, compared to other services, and were given a higher priority for review.

### Stakeholder Engagement

#### How were internal stakeholders / staff involved in the reviews?

Over 180 staff voluntarily participated in the service review project, including involvement in project groups, work groups, subject experts and key stakeholders.

#### Was there community consultation during the reviews? How was this conducted?

Community engagement was integral to the entire process and vital for ensuring that community needs were incorporated into the review of individual services. This engagement did not replace, but rather complemented, Council's other existing forms of consultation with the local community.

A Community Advisory Group (CAG) and Focus Groups were utilised during the Service Review project. The CAG includes a cross-section of the population for broader consultation purposes. They have provided input to over 25 external services and will continue to participate in strategic workshops.

Focus Groups were established to engage with the stakeholders of particular services. These groups assisted with information and examination of various options in relation to each service reviewed.

#### What segments of the community were consulted? e.g. people with a particular interest in a service, existing community and user groups.

Please refer 'Focus Groups' in the above question.

#### How were community needs incorporated in the reviews?

As mentioned, community focus groups were established as necessary to represent user groups and stakeholders who had an interest in a specific service or group of services. They assisted staff by providing information and examining various options in relation to the services.

Work groups were responsible for setting up and running the focus groups, with the assistance of their assigned Community Engagement Group member.

Some initial steps involved in establishing focus groups were as follows:

- Identify the external stakeholders that would need to be represented on a focus group for the review. Consider existing community committees, interest groups and user groups that are relevant to the service. Focus groups should include, but not be limited to these.
- Determine the focus group's role.
- Consult with relevant staff on the proposal to establish a focus group. This is to include staff who are on existing committees related to the service.
- Consider incentives for engagement (if appropriate). Make incentives appropriate to the level of involvement and engagement. Approval for incentives is to be sought from the Project Group.
- Contact proposed focus group members and invite them to attend a meeting/information session.
- Finalise focus group membership and ongoing engagement arrangements.

#### Was the community involved in setting new service levels? If so, please describe.

The Community feedback was considered by work groups and the Executive, when determining an option and or recommendation.

Once a recommendation was endorsed (involving a reduction in the level of service), it would go to elected Council and would generally require a period of public exhibition. Examples include: Community Facility Strategy, Toilet Strategy.

#### Was the elected council involved in the decision to undertake a review? If so, describe how they were engaged (e.g. briefing, report, etc.) and the level of input that they provided.

Although the elected Council was not involved in the decision to undertake individual reviews, they did endorse the process prior to the commencement of the service review. A workshop was held for the elected members, to help identify key opportunities for a number of key services. Councillors were encouraged to think 'outside the square' and consider alternative options. The workshops



outcome provided the service review work groups and indication on what the elected members would support in terms of reduced service levels.

Councillors were also regularly briefed, along with two update reports.

**Was the elected council kept informed of the progress of the review? If so, at what stages of the project?**

Yes, the elected Council was briefed prior to and during the review process, including two reports submitted to the full Council. Councillors were also invited to attend Community Advisory Group workshops (albeit as observers).

**Was the elected council required to make any critical decisions regarding the adoption of the review outcomes (e.g. allocation of resources, variation to service delivery, etc.)? If so, please describe.**

Yes, the endorsement of Council's Community Facilities Strategy and Toilet Strategy are two examples where a reduction in service levels was supported.

### Information Gathering & Benchmarking

**What types of information and data were collected for each review? e.g. statutory requirements, current outputs, current levels of service, potential modes of service delivery.**

The following information was collected for each service as appropriate (in consultation with staff and community focus groups). The collection of information was limited so that it did not become too onerous or an unnecessary burden for staff. The main purpose of the information was to enable informed consideration of options and recommendations. Where it was considered that the collection of certain information was not warranted for a particular service, then a comment was made to that effect.

Work groups were also asked to avoid overanalysing and trying to resolve every issue related to the service. Time and effort was focused on areas with greatest potential for savings or increase in revenue. The less important issues were recorded for further investigation as 'continuous improvement' items.

Early in the information gathering stage, relevant managers and directors were consulted to identify any key issues or opportunities to explore. These included issues discussed at previous Corporate MT budget and planning workshops, and any proposals that were already being considered or underway.

- Service relationships
- Minimum requirements
- Outputs
- Outcomes
- Current levels of service
- Satisfaction with service
- Service utilisation
- History of service
- Existing constraints
- Current proposals for changing the service
- Corporate plans
- Policies & procedures
- Expenditure and income
- Funding sources
- Employees and contractors
- Resource usage
- Council's role
- Core service
- Staff ideas & suggestions
- Best Practice

**Were any service areas benchmarked against external organisations or providers? If so, please describe.**

Yes, benchmarking with other organisations and best practice in local government was explored. E.g. What is happening Australia-wide and overseas in relation to the service?

### Levels of Service

**Were service levels reviewed? If so, please describe.**

Yes, current levels of service were explored. E.g. What are the levels of service provided in the outputs, in terms of quantity, quality, timeliness, reliability, responsiveness, accessibility, etc. How long does it take to deliver the output and how long do people wait?

**Were there changes made to service levels as a result of reviews? If so, please describe.**

Yes, changes were made to levels of service as a result of the service review. In some cases, services were cut completely (Road Safety Officer), while others included a reduction in the number of facilities, in return for better quality facilities.

**Modes of Service Delivery****Were alternative models of service delivery explored? See examples below**

Various options for modifying each service were explored. Effort was focused on key opportunities that had the potential to generate significant savings or revenue. Issues identified that have a relatively low potential for savings or revenue generation were recorded for further investigation as 'continuous improvement' items.

As the service review was aimed at providing a mix of services that best meet the needs of the community in a financially sustainable way, it was appropriate to explore increases in service levels or the creation of new services during the process. However, where possible these options were required to improve Council's financial position. E.g. a new cost effective service may fill a gap created by withdrawing from other less effective services.

Examples of options that were considered include:

- Withdraw from providing all or part of the service.
- Change outputs and levels of service
- Change Council's role (i.e. extent and method of involvement) in relation to service.
- Consider community run enterprises where profits are ploughed back into the community or reinvested in the business.
- Consider sharing services and resources with other councils.
- Develop strategic relationships or joint ventures with other government or non-profit bodies.
- Consider opportunities for shifting costs of services to other levels of government, for example charging government agencies for services provided by Council.
- Use 'arms length entities' to manage the service e.g. corporatising parts of Council's operations, or boards for managing community facilities.
- Enter into joint ventures or partnerships with private enterprise.
- Explore new entrepreneurial venture or other initiatives to increase revenue.
- Outsource service or activities to external providers.
- Add or modify user charges.
- Explore ways to increase usage of services to increase income from user charges.
- Explore methods to reduce resource usage.
- Review regulatory controls and lobby for legislative change to improve efficiency, maximise productivity, and increase revenue.
- Explore ways to optimise staff productivity and outputs for the service,
- Examine and modify organisation structure and staff positions where appropriate.

**Was service sharing with other councils considered? Please provide details**

Yes, sharing services and resources with other councils was considered. This included increased use of Hunter Councils for regional approach to service delivery and sharing of resources. It also considered sharing services and resources with the Councils Online partners.

As a guide, services meeting one or more of the following criteria was used when determining if service sharing would be suitable:

- Require high degree of expertise
- Largely self-contained
- Can realise economies of scale
- Non-strategic, low risk, rule-based services
- High volume transaction processing
- Services requiring access to the latest technology

**Were strategic relationships formed with other government or non-profit bodies? If so, please provide details.**

Strategic relationships and or joint ventures with other government or non-profit bodies were investigated. This included collaborating with other facility owners to increase access and use of their sites, e.g. schools, TAFE, churches.

**Were joint ventures or partnerships with private enterprise considered? If so, please provide details.**

Yes, joint ventures or partnerships with private enterprise were considered. In many cases, the effect of new Regulations on Public Private Partnerships (PPP's) made this process difficult.

**Was consideration given to community-run services or enterprises? If so, please provide details.**

Yes, community run enterprises where profits are put back into the community or reinvested in the business were investigated. It was recognised that there are high levels of commercial skills within the community that could be utilised to add value to Council activities. Community banking is one example currently being investigated.

**Was consideration given to outsourcing services to external providers? If so, please provide details.**

Yes, outsourcing services or activities to external providers was considered. Each review considered if other providers could deliver the required level and standard of service at lower cost? Work groups were asked to consider Council's social responsibilities as a major employer when looking at this option. They were asked to consider the pros and cons of contracting out e.g. reduced costs vs loss of control. They were asked to consider full costs when comparing with contractors e.g. true cost of capital for assets such as plant and equipment. This included the opportunity costs of the assets, i.e. the return that could have been earned if Council did not own the assets.

As a guide, services meeting the following criteria were deemed suitable for outsourcing:

- High supplier availability – large number of potential contractors with the required experience, skills and equipment
- Low task complexity – complex tasks may be difficult to monitor and measure
- High economies of scale – products that are mass-produced and highly standardised
- Specialised technology – involving high capital, maintenance and operating costs

**Were any new businesses or commercial enterprises to generate additional revenue identified? If so, please provide details.**

As a direct consequence of the Service Review, Lakemac Enterprises (LME) was established as a business support framework to generate additional income for LMCC. This is being achieved by using existing resources and capacity within Council during normal workload fluctuations and outsourcing services to other local councils, government agencies, and business entities. LME is also investigating shared service opportunities and partnering arrangements, such as Public-Private Partnerships (PPPs), community and commercial 'arms-length' entities, and the like.

**Implementation and Outcomes****Please describe the level of implementation of review recommendations.**

In total, 65 services were reviewed, with approximately 360 recommendations stemming from these reviews. A significant number of other staff ideas on business opportunities were also considered.

Outcomes have been included in department operational business plans, primarily relating to efficiency gains and improvements to internal operations. Although minor by themselves, the cumulative effect will result in significant benefits to the organisation, and ensure value for money in delivering services for the community.

**Please describe the most significant outcomes from the review process. e.g. cost savings, efficiency gains, revenue generation, changes in service levels, introduction of new services, discontinuation of services, new modes of service delivery, etc.**

To date, approximately \$4 million in savings and improvements across the organisation has been identified. While many of these initiatives are complete, there are still a number of actions in progress. Outcomes assigned to department operational business plans will also provide further savings for Council in the future. Examples of savings and efficiencies identified to date include:

- Savings in Purchasing area (\$2,400,000)
- Efficiencies in Small Plant Hire (\$400,000)
- Fuel savings (\$60,000)
- Workshop efficiencies (\$23,000)
- Increased income within Sewage Management (\$50,000)
- Savings through a reduction in staff (\$170,000)
- Reduction in structural maintenance costs for Community Facilities (\$167,000 per year over 10 years)
- Increased income within Cemeteries (\$50,000)
- Saving in landfill airspace consumption (\$780,000)

Income generation has been an important aspect of the Service Review process, and will ultimately provide an additional source of revenue for Council. Property Management and Business Activities are two such opportunities that have been identified.

**What has been the overall financial benefit from the service reviews (if any)?**

The total benefit to the community as a result of the Service Review project is estimated to be between \$10 to 14 million. Although the exact figure is dependent upon further implementation, the Service Review has developed initiatives to realise these efficiencies, savings and additional income.

**What have been the main benefits of undertaking service reviews? e.g. staff culture improvement, efficiency, rationalisation of**

**services and service levels, financial sustainability, etc.**

The Service Review enabled staff to 'step out' of their normal work environment and learn more about other areas of the organisation. It has also opened up opportunities for staff to develop professionally, and gain team building and leadership skills.

An additional benefit from the involvement of Council staff has been the assistance it provided to managers in their quest to streamline the department activities. It is recognised that employees dealing with the day-to-day operation of a business not only possess 'hands-on' experience of individual services, but have a wealth of experience and constructive suggestions for improving operations. The Service Review has been able to collect this information and redirect resources to assist managers with significant projects, often stretching across several departments.

**What were the lessons learnt? Would you do things differently in your next review project?**

The Service Review provided a consistent platform to review individual services. The process was streamlined along the way to ensure faster timeframes.

On reflection, I feel some department managers could have had more involvement in the reviews within their department. Although the process was designed to ensure department managers did not interfere or over-ride potential opportunities, it did allow them to detach or distance themselves from outcomes during the implementation phase.

**How would you describe the perceived advantages and disadvantages of the approach you undertook in your review project?*****Advantages***

The internal approach to the service review provided a significant advantage, not only in the overall cost of the project, but the ownership it provided for staff to outcomes. It also exposed staff to professional development opportunities, and the chance to gain knowledge and a better understanding of services outside their normal area of work.

The use of an external panel ensured transparency, and constantly challenged Council to consider less palatable options.

***Disadvantages***

Having an internal approach did make it difficult to manage project groups, as all staff carried out the reviews in addition to their normal workload. This resulted in the review taking longer than anticipated. The fact the review went for 2 years made it difficult to maintain staff motivation and enthusiasm.

**Are you aware of any other councils that have conducted service reviews? If so, please list.**

Yes, I am aware of many Council's undertaking a service review, including but not limited to Newcastle, Wyong, Parramatta, Hobart, and Rockdale. I am also aware Newcastle is undertaking a second review, due to their Councillors not being satisfied with the initial external consultant approach.

**Do you have any other comments or observations regarding your service review project?****Appendix A - Progress of Key Actions (June 2011)**

This appendix contains significant outcomes of the service review. There were also many other smaller efficiency gains. Key outcomes of the service review are grouped within Council's four directorates. In some instances, we have included other major improvement projects that impact upon Council's performance.

**Purchasing**

The purchasing function involves the supply of externally sourced goods and services to the organisation, including engagement of contractors, tenderers and consultants. Council's expenditure on external goods and services in 2008/2009 was \$99 Million. The service review identified that Council could achieve approximately \$2.4 Million savings per year, within three years of implementation, by centralising more of its purchasing functions, and changing some processes.

The purchasing section has been assigned greater responsibility for conducting strategic sourcing of suppliers, implementing supply contracts and providing the required governance framework, processes and reporting capability. These changes are ensuring purchases from across the organisation are being pooled where possible to attract better pricing from suppliers. They are also reducing the number of transactions processed, thereby reducing transaction costs.

To give one example, savings are being achieved by changing Council's tender process for heavy plant and truck hire. A tender invitation was structured in line with the review recommendations to require additional tender rates. This has resulted in discounts being offered of up to 15%. Additionally, systems are now in place to increase the sharing of heavy plant across a number of jobs and teams.

### Outcomes Achieved

- Review organisational structure of the supply team in conjunction with Purchasing Review
- Implement revised payment terms and conditions
- Review P-card Procedure
- Developed and implemented a training program for area-specific Requisitioners
- Outcomes Underway
- Investigate expanding the use of Purchase Cards for low risk, high volume transactions
- Consolidate invoicing to a monthly (or some of other term) basis to provide significant transactional savings – included in above
- Review the system and process to ensure an agreed tolerance (either % or \$ value) is used and is flexible enough to enable invoice processing
- Review and reduce the number of suppliers
- Adopt a sustainability rating system for goods and services

### Plant & Fleet

The Plant and Fleet Team is responsible for managing Council owned plant and fleet, which includes new purchases and replacement, and operating costs associated with fleet management. The Small Plant section supplies and maintains equipment for other departments and supplements minor hiring short-falls (irregularly used equipment) through the use of external hire companies.

Contracts with external providers have been altered to ensure hired equipment is returned if Council owned equipment becomes available. Additionally, internal procedures have been implemented to monitor equipment across jobs to decrease downtime, and weekly hire rates are now offered to Council departments, resulting in efficiency gains estimated at \$400,000 per year.

Forty-four 6-cylinder vehicles from the Council fleet have been replaced with hybrid or 4-cylinder vehicles, saving \$60,000 annually in fuel costs, and reducing greenhouse gas emissions.

Opportunities to provide fleet management services to external organisations are currently under investigation.

Staff shift changes in plant and fleet servicing have saved \$23,000 annually in internal efficiencies.

An electronic fleet management and booking system has been implemented to improve the allocation and monitoring of vehicles, and ensure a more efficient use of the passenger fleet.

The outsourcing of the management and maintenance of the light vehicle fleet to an external provider has been investigated, and the current in-house service has been determined to be the most effective option.

Investigation into reducing the number of 2-tonne tipplers used in Council's operations, including the option of replacing them with smaller vehicles, identified small savings. To date, one vehicle has been replaced, with more replacements to occur as vehicles are renewed.

Lobby the Government for legislative change to provide a more suitable and environmentally friendly FBT system for leaseback vehicles contributed to recent changes to vehicle FBT, announced in the 2011/12 federal budget.

A draft business plan has identified that a commercial Metal Fabrication service is feasible and expected to generate \$50,000 to \$100,000 within the first three years of operation.

Further business opportunities under investigation include:

- Feasibility of hiring small plant and equipment under a business activity model.
- Feasibility of establishing a truck washing service under a business activity model.
- Feasibility of establishing a vehicle emission testing facility under a business activity model.

### Waste Management

Waste management is an important issue for the City of Lake Macquarie. Our only tip at Awaba is almost full, state waste taxes are increasing, and new federal taxes on carbon pollution are likely, which will affect waste disposal costs.

In November 2009, Council commenced a project to develop a sustainable waste strategy for the City. On 28 February 2011, Council adopted a new waste management system, which includes three bins for residents to sort their waste. The decision was

made after months of investigation, consultation, and technical analysis. The Community Advisory Group established under the Service Review project participated in this process. The three-bin system will be implemented in phases, with the green waste bin used initially for garden waste only, and then food waste added after two to three years once a waste processing plant has been built. It is expected that residents will receive their green waste bin early in 2012.

A service review of Council's present household waste collection service was placed on hold while the Waste Strategy was developed. Now that the Strategy has been adopted, the current waste collection service is being reviewed, with particular emphasis on opportunities to expand the collection of commercial waste to generate additional income. This review is expected to be completed by August 2011.

Additionally, it was identified that alternative e-waste and mattress disposal options would significantly reduce landfill at the Awaba facility. Mattresses collected with bulk waste collections are now sent to recyclers for recovery. The estimated number of mattresses recovered is approximately 6,700 annually. This represents a saving in landfill airspace consumption, valued at around \$780,000 per year.

To encourage greater resources recovery, a permanent drop-off facility has been implemented for e-waste at Awaba landfill, as well as four scheduled collections at Gateshead. E-waste collected is approximately 123 tonnes per year.

### **Ranger Activities**

Ranger services ensure community compliance with the various Acts and Regulations administered by Council. Rangers work to resolve complaints and conduct education programs relating to companion animals. They help resolve problems in regards to dog related matters, littering or rubbish dumping offences, and abandoned vehicles. Rangers are also responsible for straying stock, backyard burning, footpath obstructions, parking infringements, restrictions on public reserves and roads, and emergency management response. Rangers increase the awareness of regulatory matters through enforcement, education, and advertising.

Two additional Parking Officers have been employed on a cost recovery basis, to alleviate work strain on Rangers, and increase the level of community compliance.

Greater emphasis has been placed on heavy vehicle weighing using portable scales to ensure heavy vehicles are operating legally. On-the-spot fines are issued for non-compliance.

A project group is being formed to develop formal agreements with shopping centre managers to enable Council Rangers to regulate disabled car parking spaces. Estimated income is \$50,000pa after two years.

Funds have been allocated in the 2011/12 budget to recruit an additional administration officer, or introduce electronic tablet technology, to process paperwork more efficiently and allow Rangers more time to perform core duties.

### **Proposed Sustainable Resource Centre, Teralba**

A Sustainable Resource Centre (SRC) was first mooted in 1999 when CiviLake became increasingly aware of the need for a single source solution to consolidate its separated bulk materials procurement and recycling activities. The service review examined and supported the development of a recycling facility on land off the Weir Road at Teralba, allowing for a cost-effective, environmentally sustainable, and long-term solution to bulk materials recycling, storage and supply. Council endorsed this proposal in April 2010 and is now awaiting a final decision from the consent authority, the NSW Planning Assessment Commission.

On commissioning, expected in 2016, the facility will receive, modify and store feedstock, sourced from CiviLake's internal works, contract works, and other external sources, for re-use across CiviLake's operations. There is also opportunity to sell material to external markets in the building and civil engineering industries. The facility will have the capacity for an annual turnover (throughput) of 200,000 tonnes per annum.

The current capital cost of the facility is estimated at just over \$6 Million, with CiviLake profits providing \$1.5 Million towards the project. Once operational, the facility will be financially self-supporting and generate an ongoing annual surplus to ensure its future.

### **Sewage Management**

The operation of sewage management is an activity requiring Council approval under section 68 of the Local Government Act, and Local Government (General) Regulation 2005. Council's team of Environmental Health Officers provides advice on applications for Approval to Operate, undertake the related inspections on new installations, and respond to complaints about faulty systems. Approval is granted for a period of no less than 12 months, and up to five years.

Council, through contract services, provides the removal and disposal of effluent from premises that have onsite sewage management systems to approximately 360 households and 80 commercial systems. Customers receive a cost benefit through economies of scale, with the cost currently subsidised by Council.

The service review considered current charges, and tracking of unlicensed systems.

The operational approval fee was increased from \$35 for 5 years to \$90 for 3 years, in line with Council's Sewage Management Strategy. This resulted in \$40,000pa increase in fees from 2010/2011

There are an estimated 300 unlicensed systems in the city. A project to confirm their locations has discovered 50 systems so far - when all have been located and licensed, the projected additional income is \$10,000pa.

A draft On Site Sewage Management (OSSM) Strategy defining Council's role in the regulation and approval of OSSM systems is expected to be complete by July 2011. The strategy includes a framework for setting and reviewing fees for inspections and approvals of OSSM systems.

### **Property**

Council owns and manages a diverse property portfolio and has done so since the 1980s. The property portfolio is used for:

Meeting future community needs such as car parking, open space, or community facilities, and

Strategic purposes including to receive investment income, future development, or to consolidate and sell when market forces provide a suitable return.

A service review work group identified significant potential revenue with a change in commercial focus towards Council's property investment portfolio. An implementation team developed a 5-year Investment Property Strategy to expand entrepreneurial opportunities and subsidise the reliance on rates.

The strategy has projected an average net profit of \$7 million per year over the next 5 years. Profits beyond this timeframe are also expected to be realised.

There are three main target areas in the new strategy:

- Property development
- Property investment, and
- Land offsets and biodiversity trading

The property department is being re-branded to market its commercial focus.

### **Information Technology (IT)**

IT is a significant investment requiring careful planning to ensure Council's long-term needs are met, in a financially sustainable manner. To allow prioritisation and tracking of implementation needs, Council developed the IT Strategic Plan 2011-2015. Workshops were held with each department to prepare the plan, and participants included managers, team leaders, key system users, change agents and technology advocates.

The unmet IT needs were collated into a Business Requirements Catalogue, which will be used for prioritisation of IT projects across the Council.

The Strategic Plan provides a comprehensive roadmap to achieve:

- Improved service to Council customers
- Deeper community engagement
- A more efficient Council
- Capable IT infrastructure
- Effective IT management and support

### **Geographical Spatial Information Systems (GIS)**

Council utilises GIS for strategic analysis, development assessment, planning, constraint mapping, spatial analysis and statistics, customer enquiries, land administration, council projects, and map production.

The potential for GIS to provide internal efficiencies and better customer service is significant due to technology advances.

In January 2011, Council commenced an implementation project with the following deliverables:

- A report from a GIS consultant identifying current and future requirements; assessing Council's current GIS capability; and establishing the development roadmap for Council's GIS systems, services and support arrangement
- Upgraded GIS systems and related infrastructure
- Improved Council procedures, policies, training and communication with respect to GIS data and systems.

The expected completion date of the three phases of the project is end of 2012, at which time there should be exciting new features on our website, as well as further efficiencies gained internally.

#### **Customer Service Unit**

The Customer Service Unit (CSU) provides frontline services to the community by integrating all of Council's customer service channels into a one-stop-shop. The service has expanded over time to include facilitating and managing Councillor and Members of Parliament service requests, processing after hours service requests, complaints and compliments management, and Council emails.

The following service review actions are examples of items incorporated into the CSU Strategy 2010-2014 as part of their continuous quality improvement initiatives:

- Investigate opportunities for CSU to take on more 'front line' enquiries from customers on behalf of departments to free up other departments to focus on service delivery
- Establish a Quality Assurance Team to coach and monitor staff for performance efficiency
- Tender for external business opportunities for the CSU Call Centre to generate additional income and provide career diversity for staff.
- Investigations of SMS/MMS and e-business technologies have been incorporated into the IT Strategy to ascertain if these would enhance customer access to service.

The option of extending the call centre operational hours to take emergency after hours calls has been investigated, however the existing practices were found to be the most cost effective.

Options to expand CSU to include a bill payment service for other organisations, have been investigated in conjunction with the RTA. Although this proposal was not successful, further opportunities will continue to be explored.

A Customer Access Strategy, which will consider satellite offices within the city, is being developed.

A range of available technology to improve efficiencies and service delivery, including workforce planning solutions and integrated voice response technology, are under consideration as part of a Customer Contact Strategy, due for completion by October 2011.

#### **Records Management**

Council holds and manages a very large quantity of paper-based and electronic records. Two separate departments were responsible for its management – Records Operations registered and distributed incoming mail, and Records Governance managed archival and retrieval of records. These two departments have been amalgamated into a new unified section, called Records Services, located within the Corporate Information Department.

The new Records Services Team is responsible for improving communications with customers, investigating recordkeeping efficiencies, improving education and training of staff, and actively work with other departments to reduce the use of paper.

#### **Workers Compensation and Return to Work**

Council has been self insured for Workers Compensation for 22 years. Self insurance involves significant reporting requirements regarding occupational health and safety. It is considered timely that we conduct a cost benefits analysis to identify that the benefits of retaining the self insurer status still outweigh its associated costs.

A gap analysis is underway to determine the true organisational costs for LMCC to maintain the Self Insured Standard vs the requirements under the 4801 Standard conventional system and or the Self Administration Model. The information from this analysis will be considered when the renewal of the self-insurer accreditation is required.

#### **Property Information Services**

Section 149 certificates are legislated under the EP&A Act, and are required for the sale/purchase of land. The EP&A Act and Local Government Act also make provision for a separate Outstanding Notices certificate which Council currently provides as part of the s.149(5) certificate. The certificate provides property and land information to property buyers, including permissible land and development uses.



In response to the review, Council officers have revised the notice and orders processes and introduced a new fee into the Fees and Charges Schedule for the Outstanding Notice/Order Certificates.

The issuing of s.149 certificates will be fully automated for customers as an online service, reducing staff time – noted for implementation in the departmental 2011/2012 Business Plan.

### **Printing and Graphic Design**

Lakemac Print has been offering printing and graphic design services to other LMCC departments for over 40 years, and to external commercial clients for over ten years.

As recommended by the service review, a commercial Business and Marketing Plan has been developed, specifically targeting NSW local councils, with a view to increasing the commercial graphic design and printing service. Three targeted marketing campaigns have been emailed to all NSW councils during March to May 2011, with modest, but building, success. It is envisaged that continued presence in this market segment will, over time, generate a good outcome for Council. The campaign is branded 'We know local government'.

Further opportunities still to be investigated include:

- Investigate a collaborative link with Lake Macquarie Small Business Centre to provide promotional start-up packages for small businesses.
- Develop a collaborative association between Lakemac Print and Council's sign writing unit to share resources and provide improved services for customers.

### **Management Systems Evaluation**

A management systems evaluation has been initiated by the Director of Corporate Services to expand on the service review project by evaluating the major management systems and core processes across the organisation.

The first phase has identified the existing systems and whether they are formally documented, and ownership assigned. Where formal systems have been identified, the capability, maturity, efficiency and effectiveness of those systems and associated key processes have been evaluated.

Where there are gaps in the systems, an implementation program will be initiated. As the review is further progressed, it will also check the integration between systems across the organisation, in particular whether there is duplication of resources, or mismatched resources.

### **Corporate Management Systems**

A new Corporate Management System has been introduced to assist in undertaking corporate planning, risk management, and project management activities. This system will be used to better track the performance of actions and KPIs linked to both Strategic Corporate Planning Documents (i.e. 10 Year Community Plan, 4 Year Delivery Program and Operational Plans), as well as other action plans such as the Service Review outcomes. The Corporate Management System will allow the organisation to more effectively gauge how performance is tracking, whilst reducing duplication and time-consuming manual processes.

Initially, the corporate planning (interplan), risk management and the integrated project management modules will be implemented. The risk management module will help to identify, manage, and monitor the corporate business risks, while the Integrated project management module will help assist in integrating projects with the corporate planning and risk processes. It will also manage the lifecycle of all operational and capital projects, help with resources allocation, and assist in prioritising projects.

### **Asset Management**

Council's infrastructure assets are currently valued at \$2.1 billion. Accordingly, a considerable number of the identified actions from the service review relate to assets, particularly in the areas of:

- road and drainage maintenance
- lake foreshore maintenance - dredging, seagrass wrack management, and vegetation management
- maintenance in parks and gardens, and
- public reserves facility maintenance.

During the period of the service review, the Director Community Development undertook a review of the Asset Management department to address a number of important issues, including the requirements of the new Integrated Planning & Reporting (IP&R) Framework NSW, which placed a far greater emphasis on long-term asset planning. The maintenance, and future

replacement/repair, of the city's assets has a substantial impact upon Council's budget and it is critical that adequate resources and systems are in place to plan for and manage these demands.

The Asset Management department has undergone a significant restructure to improve the organisation's ability to meet the IP&R Framework and take a more strategic approach to asset management.

An Asset Management Strategy has been prepared, and Asset Management Plans have been developed for the following classes of assets:

- Roads
- Transportation
- Stormwater
- Parks & Reserves, and
- Buildings

These plans have been reviewed by the NSW Division of Local Government and received a favourable assessment in terms of their adequacy and quality. A Natural Areas Asset Management Plan is currently under development. All plans are programmed to be reviewed on an annual basis.

Strategies which have informed, or will inform, the Asset Management Plans include:

- Pool Service Delivery Model (adopted 2008)
- Sportsfield Strategy (adopted 2009)
- Public Toilet Strategy (public exhibition closed 16/5/11)
- Community Facilities Strategy (available May 2011)
- Library Service Delivery Model (May / June 2011)
- Cycleway Strategy (commenced)
- Footpath Strategy (2012)
- Playground Strategy (2012)
- Tennis Court Strategy (2012)
- Developer Contribution Plans

A detailed audit of our asset management systems and practices has also recently been undertaken with the assistance of an external asset management specialist. This has identified future actions to bring our plans and systems to a higher level of maturity so that we will be in an even stronger position to:

- Understand and identify any infrastructure backlogs and associated risks
- Make more informed decisions about what, when, and how to maintain and renew our infrastructure
- Better understand the impact of new infrastructure on the budget.

### **Community Facilities**

In total, Council owns and operates about 80 community facilities across the city. This includes community halls, multipurpose facilities, pre-school and childcare facilities, scout halls, meals on wheels centres, and library buildings (some of which include community meeting rooms). Some of the community facilities are managed by Council directly and others by external Community Operating Committees or leased to incorporated associations. Several of these facilities are within close proximity of each other and many have very low occupancy rates.

The service review recommended an audit be undertaken of the community facilities and a strategy developed to ensure they meet the needs and expectations of current and future residents.

The audit has been completed, and a draft Community Facilities Strategy estimates that \$5 million would be required over the next 10 years to maintain the structure of these facilities to a usable standard. To achieve long-term financial sustainability the Strategy recommends:

- Allocate funding for the upgrade and maintenance of viable long-term facilities
- Co-locate facilities/programs in multi-use type buildings
- Partner with other organisations such as schools, churches, and clubs
- Rationalise facilities so that there are fewer, but higher quality facilities, and

- Sell unsustainable properties where no alternative use is identified.

The draft Strategy recommends maintenance, upgrade, lease, sale, and alternative use options for 31 community facilities. All monies saved or made in this process will go to improving community facilities.

The public exhibition period for the Public Toilet Facilities Strategy closed on 26 May 2011. Submissions are currently under consideration, and a further report to Council is expected in June/July 2011.

#### **Public Toilet Strategy**

A significant number of Council's 107 public toilet facilities are in need of replacement or improvement to meet the needs of the community. Predominant issues are the age and condition of buildings, and accessibility and safety for users. Council officers developed a Public Toilet Facilities Strategy which identified that 55 facilities are currently appropriate, 14 facilities need replacement, 11 facilities need upgrade or modification, 9 facilities should be closed and demolished, 9 facilities require a full safety assessment, 7 facilities should be open only as required for sporting events, and 2 facilities should be relocated to higher use areas.

The public exhibition period for the Public Toilet Facilities Strategy closed on 16 May 2011. Submissions are currently under consideration, and a further report to Council is expected in June/July 2011.

#### **Community Events**

Council is responsible for ensuring that community events meet various legislative and Australian Standard requirements. Events can include (but are not limited to) outdoor musical events, theatre, festivals, outdoor visual art displays, amusement shows, circuses, animal shows, automobile and truck exhibitions and rallies, sports events, aquatic events, trade shows, large conferences, and mass gatherings.

Council officers are currently preparing a Communications Strategy to address duplication of communications, events management, sponsorships, and marketing initiatives across the organisation. This Strategy is expected to be complete in 2011/2012.

#### **Aged and Disability Services**

The Aged & Disability Services & Facilities team is responsible for strategic planning and program development to meet the needs of older people, carers, and people with a disability.

Council officers have been working with local RSL Clubs, Bowling Clubs, Probus Clubs, Seniors and Pensioner Groups, Men's Health Groups, and Libraries to improve cooperation and resource sharing amongst community groups, and to provide aged and disability services at the most appropriate places where people congregate.

To improve customer service, training has been delivered to the Customer Service Unit staff to ensure that incoming calls relating to aged and disability services are directed to the most appropriate officers.

To improve delivery of aged care accommodation, alternative models of aged care housing are being investigated as part of the Seniors Housing Strategy. Additionally, the Property Department will investigate the feasibility of a partnership to develop and lease aged care facilities. This will be considered as part of its Strategy after 2016.

#### **Children & Family Services & Facilities**

This service provides strategic planning and program development for children and families, and management and service delivery advice to community based childcare centres. It also coordinates Council events involving children and families, and provides advice on development applications for children's services. The service ensures that Council has high quality strategic information to develop facilities for the City, and substantially contributes to the children's and families' components of the Section 94 plans. The service is partly subsidised by the NSW Department of Community Services (DOCS).

The service review considered the Service Level Agreement (SLA) between LMCC and DOCS to ensure all items within the SLA were consistent with Council's strategic goals. Some alterations improved alignment of the SLA with Council's Community Plan.

All current leases for Council owned child care centres expire in 2013. The centres have been informed that new leasing arrangements, and in many cases increased rents, will occur when the current leases expire. Each of the childcare centres will be assessed using a model/matrix similar to what was developed for our community facilities. It is estimated that rent increases will total \$15,000 - \$30,000 pa in additional income for Council.

### **Youth Services & Facilities**

The aim of this service is to ensure that young people (aged 12-24 years) are connected and engaged with the community. Existing programs and initiatives include the Youth Advisory Council, Youth Week, and the Youth Community Plan.

Social networking media was identified as integral to engage the Youth Advisory Council. A Facebook site and blogs have been established for the purpose of meeting discussions, organising events and allowing a forum to discuss future meeting agendas.

Regular inter-agency meetings are now held between the Youth Advisory Council and Newcastle City Council's Youth Centre (The Loft) to share resources and service opportunities. Charlestown Youth & Community Centre will also be invited to attend when operational.

### **Lake Macquarie Performing Arts Centre (LMPAC)**

Located at Warners Bay, the LMPAC provides a facility and performance opportunities for amateur and semi-professional theatre, musical and cultural groups. Council provide a booking service, venue and equipment maintenance and management, and limited promotion of the venue and events.

To improve occupancy rates at the Warners Bay facility, and to provide entertainment diversity to local residents, Council has partnered with Friends of the Regal and Screen Hunter Central Coast to show a series of independent films. The first series screens in September 2011.

A project group is also investigating the cultural potentials and long-term financial sustainability of establishing a Friends of LMPAC volunteer group or community trust to manage the facility.

### **Cemeteries**

Council manages nine cemeteries across the City. Staff provide an access point for public cemetery interment, and coordinate maintenance and improvements to structures and facilities in the cemeteries. Approximately 200 burials and 80 ash interments occur per annum. Council provides a lower cost alternative to privately owned/managed facilities in the local area.

The review identified a number of enhancements for our cemeteries. A comparison of our fees with other cemeteries prompted a fee increase, raising our revenue from \$140,000 in 2008/09, to \$190,000 in 2010/11.

Council officers are working on developing formal relationships with genealogy interest groups to assist with burial/headstone audits, and recruiting additional volunteers to assist in the presentation of the grounds.

Grants for undertaking heritage work are being explored. In the 2012/2013 departmental business plan, staff have included an opportunity to explore the feasibility of grave site tourism opportunities.

### **Charlestown CBD Parking**

As recommended by the Service Review, consultants have been engaged to carry out an audit of parking availability in the Charlestown CBD area. The audit is looking at both off-street and on-street parking, and will make recommendations about the suitability of timed parking in Council's off-street parking facilities. Information from this study will be collated and presented to Council in the form of a Parking Strategy for the Charlestown CBD. The Strategy will:

1. Provide information on the supply and demand for both on-street and off street (Smith and Tallara street) car parking in the Charlestown CBD area
2. Highlight the extent and possible impacts of overflow parking in both the on and off-street car parking areas within and outside the Charlestown CBD
3. Identify possible sites/locations for additional off-street car parks
4. Provide cost benefit scenarios with financial estimates for paid parking options within the Smith Street and Tallara Street car parks
5. Highlight any proposed financial, environmental and social impacts that could result from the implementation of a paid parking scheme within the Smith Street and Tallara Street off-street car parks.

### **Geotechnical Laboratory**

The Geotechnical Laboratory is accredited through NATA (National Association of Testing Laboratories), and principally undertakes geotechnical investigation, testing and reporting for Council's forward works programs, and compliance testing during the construction phase. The vast majority of its work is generated internally (within council). Spasmodically, the Laboratory undertakes external works, with the RTA being the main client.

The operation relocated to a purpose built laboratory, incorporated into the new Gatehouse building at the Works Depot, in December 2008.

The service review found that the majority of the Geotechnical Laboratory's work is more closely aligned with the design phase, than it is with the construction phase. The Laboratory will be relocated from CivilLake to City Projects in the organisational structure from 1 July 2011. A new budget has been implemented for the department, and the department has been restructured, and position descriptions broad banded, to meet Council's requirements for lead-time in relation to its capital works program.

Potential external entrepreneurial opportunities exist for the Geotechnical Laboratory and these will be assessed in the 2011/2012 Departmental Business Plan.

A feasibility assessment is also marked for action in 2011/2012 Departmental Business Plan to determine the viability of expanding the Laboratory to undertake soil contamination testing.

### **Libraries**

Council operates 10 branch libraries throughout the City, and one mobile library service. In 2008, internal resources were allocated to collect and analyse library information and financial data in preparation for a comprehensive review of the libraries. Due to the high potential for transforming the library services and the extent of community consultation required, an external consultant was subsequently engaged to conduct a library service review.

A library service model is currently being developed to provide sustainable libraries to meet the needs of the community both now and into the future. The model will ensure that the library service:

- Provides equitable access across the city
- Increases patronage of the libraries
- Improves efficiencies in relation to operational expenditure
- Improves use of technology.

A report on the library review outcomes is to be presented to Council on 27 June.

### **Swimming Centres**

Council currently owns public swimming centres at Charlestown, Swansea, Speers Point, Toronto, Morisset, and West Wallsend.

The Pool Service Delivery Model recommended that Council retain all six of its pools, with upgrade and redevelopment of the centres to increase usage eg. adding spray play areas.

Council officers are currently considering different streams of funding to secure the revenue to action the recommendations for upgrades. A number of pool delivery models are being explored including, but not limited to, public private partnerships and community trusts.

### **Investigation into Sealing vs Maintaining Gravel Roads**

Gravel roads are typically within rural areas. Twenty-four kilometers of gravel roads have been sealed in the last 10 years, with approximately 60kms of unsealed roads remaining. The following actions are being incorporated into the Roads Asset Management Plan, and departmental business plans:

Undertake a cost benefit analysis for sealing the City's 60km of remaining gravel roads compared with maintaining them in their current gravel state, taking into account the whole-of-life costs for both options

Based on this analysis consider an alternative funding arrangement, including the option of reducing the service to a level that can be fully funded using only grant funding from the Federal Government's Roads to Recovery program

Review methods of prioritising gravel road sealing work to best utilise funds for the maximum benefit of property owners and users

Investigate reducing the width of the seal applied to some gravel roads to reduce costs and/or gain greater lengths of seal for the same cost.

### **Stormwater Quality Improvement Devices (SQIDS)**

During the review, a number of issues with SQIDS were identified. The issues were exacerbated because there are three departments, as well as private developers, independently responsible for design, construction, and maintenance of the structures. Each party was not always aware of the impact their actions had on other departments. A cross-departmental project management approach has now been applied to SQIDS. Additionally, the following actions are being incorporated into the Stormwater Asset Management Plan, and departmental business plans:

- Lengthen the maintenance period and improve the quality of post-construction maintenance prior to SQIDS being handed over to CivilLake maintenance staff. This will improve the plant establishment and reduce long-term maintenance costs.
- Investigate increasing maintenance funds each year as new drainage structures are constructed by developers. The maintenance costs are likely to rise as new infrastructure is handed to Council and existing facilities deteriorate with age.
- Review Council's engineering guidelines to rationalise the type, and improve the standard, of drainage structures that can be constructed by developers, to reduce maintenance costs.
- Conduct further environmental monitoring and data collection for SQID devices to inform future SQID design, construction and maintenance.
- Further enhance the Adopt-a-SQID program, which may include in some locations the involvement of the community in the maintenance of the structures.
- In consultation with the Sustainability Department, identify the sections of open drains where vegetation disturbance from maintenance is to be avoided for environmental reasons. This could reduce the overall maintenance costs.

### **Community Advisory Group (CAG)**

Following a random mail out, Lake Macquarie residents volunteered to represent the community's views to Council. From nominations received, twenty-nine members, representing all of the City's demographics, were selected to form the CAG group. They have been an integral part of the service review process. Throughout the review, CAG has considered, commented on, and occasionally altered, recommendations put forth regarding:

- Aged and Disability Services
- Building and Site Compliance
- Building Certificates
- Cemetery Management
- Children's & Family Services and Facilities
- Construction Certificates
- Crime Prevention
- Customer Service Unit
- Erosion and Sediment Control Compliance
- Family Day Care
- Lake Foreshore Maintenance - Dredging
- Lake Foreshore Maintenance - Vegetation
- Libraries
- Lake Macquarie Performing Arts Centre
- Public Reserves Facilities Maintenance
- Rangers
- Seagrass Wrack Removal
- Seal Gravel Roads Program
- Septic Pump Out
- Service 49 - Roadside Litter Reduction
- SQIDS
- Youth Services, and
- Town Centre Program.

Due to the success of the CAG, Executive elected to continue its structure despite the service review process winding up. The CAG will be involved across Council for community engagement as required, and will continue to meet bi-monthly.

### **Construction Certificates**

A Construction Certificate is required after development approval and before any building work commences. They can be issued by a consent authority (such as Council), or by an accredited private certifier.

Council has attained accreditation through the Building Professionals Board, enabling staff to compete for a greater share of the construction certificate market.

2011/2012 will see improved efficiencies with the introduction of electronic processing for assessment and determination. This will free up our certifiers' time to conduct more inspections, generating greater income.

A Building and Planning Services business unit has been developed, under the umbrella of Lakemac Enterprises, to target other councils and the private construction certificate market.

### **Building Certificates**

The purpose of a Building Certificate is to certify that a building complies with the provisions of the Environmental Planning and Assessment Act 1979.

As part of the departmental business plan, the following items are identified for implementation in 2011/2012:

Introduce an online application and certificate issuing system

Set an urgency fee for priority applications in cases where applicants require a certificate as a matter of urgency

Charge the re-inspection fee, where applicable. This is a prescribed fee under the EP&A Regulation 2000 and is listed in Council's Pricing Policy.

### **Town Centre Promotion and Coordination**

Through this program, Council provides funding to seven local Chambers of Commerce for town centre improvement programs.

The current program has been in place for three years so it was timely to review its effectiveness. Consultation for the Town Centre Program Service Review was undertaken between February and March 2011. Council officers met individually with seven Town Centre Coordinators, seven Business Chambers, and Council's Internal Auditor, Manager of Economic Development, Town Centre Program Coordinator, and Director City Strategy. A summary identified the strengths, weaknesses, and opportunities in the current system.

The service review also considered key benchmark data from other similar programs, and the results of a random sample of 500 businesses across Lake Macquarie.

The service review will present a range of options for continued management of the Town Centre Program by end July 2011 for Council consideration.

### **Tourism Services**

Council has operated a Visitor Information Centre (VIC) since 1992, currently located at Swansea to capture incoming traffic from the Pacific Highway.

The visually appealing and highly successful Live the Life Love the Lake brand was launched in April 2010.

Following on from this extensive branding process, the department is now working on the design and content of its website to promote increased use of online booking tools for accommodation and tourism activities.

A project group will be formed to consider whether the VIC's operating hours should be reduced to align with peak customer usage times.

During the service review, a project group conducted a feasibility assessment on Council launching a website focussed on business, marketing, and tourism and also incorporating real estate, events, lifestyle, food, drink, and accommodation. It would be a commercial venture for Council, with revenue being generated through advertising, and its major selling point being that it would be a one-stop site for all things Lake Macquarie for its visitors. A costs versus potential revenue analysis identified that such a site for Lake Macquarie would not achieve a reasonable profitable margin.

### **Adopt-a-Foreshore Program**

In the 2011/2012 year, Council will implement a volunteer Adopt-a-Foreshore Program to assist in achieving improved environmental outcomes for foreshore vegetation areas around the Lake. Costs for implementing the program will be minimal as it will be integrated into existing community engagement and marketing activities already provided for Landcare, Sustainable Neighbourhoods, and Adopt-a-SQID programs.

### **Sustainable Neighbourhoods Program**

City Strategy's Sustainability Department were a new department when the service review commenced, so were not included as a

priority service for review. During the lifespan of the review, Sustainability Department ran a number of key City-wide improvement projects, with two major initiatives being the Sustainable Neighbourhoods Program, and the 10:10 Challenge.

In 2009, Council developed the Sustainable Neighbourhoods Program as a vehicle to engage citizens in building sustainable communities, and in turn, a sustainable City. The Program defines sustainability in its broadest sense including environmental, social, and economic sustainability underpinned by sound governance. The Program assists residents to develop a vision for their neighbourhood, articulate collective values, identify the particular strengths and challenges associated with their neighbourhood, and develop an action plan to address those challenges. In 2011, eighteen neighbourhood groups were involved in the Program, covering coastal, lake, rural and high-density urban areas. Members of these groups are contributing their skills and knowledge by working in their communities, to reduce household energy usage, support and promote vegetable gardens, develop and implement community vegetation plans, clean up parks and foreshores, and form funding and planning partnerships with Council on projects to enhance community amenity and functioning.

#### **The LMCC 10:10 Challenge**

In April 2010, with 80 community and business stakeholders (individuals and groups) and politicians from three levels of government, Council launched the 10:10 Challenge. The aim of the 10:10 Challenge is to encourage positive behaviour change across the City through engaging citizens in a pledging program to take action to reduce their ecological footprint. By November 2010, Lake Macquarie residents made more than 13,700 pledges around energy, water, transport, waste, and consumption, with estimated savings of \$570,000 and 9,000 tonnes of carbon pollution.

The LMCC 10:10 Challenge has provided the inspiration for a national 10% Challenge through "Do Something" - Jon Dee former CEO Planet Ark, News Ltd and other corporate sponsors are supporting the Do Something campaign. Lake Macquarie City Council has agreed to be the 10% Challenge Hero for the national campaign, which will include a call to Councils all over Australia to follow Lake Macquarie's example and implement local pledging programs.



## Attachment 3 – Survey Results – Mackay Regional Council (QLD)

**Council Name:** Mackay Regional Council

**Date:** 15 February 2012

### Service Review Background

What were the primary drivers behind the decision to undertake a review of services? *e.g. financial sustainability, continuous improvement, asset planning, business excellence, etc.*

- Improve Service Levels;
- Financial and sustainability;
- Current high level of rates;

Please briefly describe the terms of reference or scope of the service review. *e.g. council-wide, selected services, selected processes, etc.*

Terms of reference developed, and powerpoint to Council. All activities Council undertakes to be reviewed. Current funding requirements under legislation, comments on current level of service and ability to downsize. Ability to outsource etc.

When was your most recent review project undertaken and how long did the project take?

Range of services being reviewed, one recent example is Paperless' Office Project. Ongoing - Major Project. Plenty of smaller projects, e.g. dispensing of 6 cylinder vehicles and downsizing to smaller vehicles.

### Management & Resourcing

How were the reviews managed and resourced? *e.g. internal steering group, review coordinator, staff teams, consultants, external facilitator.*

Internal Business Improvement Groups were developed.

If you used internal resources for your review, how were review teams structured? *What was their membership profile?*

Internal Working Groups represented across Council.

### Service Review Process

Was a defined process used for conducting the reviews? Please provide an outline of the process.

- Set agenda, minutes taken;
- Regular monthly meetings;

How was the process established? *e.g. proprietary system, developed in-house.*

Developed In-house.

Was the process based on an existing business improvement methodology? *e.g. Lean Six Sigma, PDSA, etc.*

No.

Are the service reviews part of an ongoing continuous improvement program? *If so, please describe.*

Yes - Council has an ongoing continuous improvement focus.

### Service Identification & Prioritisation

How were the council's services identified for review and categorised? *Please provide details of services.*

All activities currently undertaken by Council were reviewed.

How were the services prioritised or ranked for review? *What criteria were used?*

All services were reviewed but ongoing priorities developed.

### Stakeholder Engagement

How were internal stakeholders / staff involved in the reviews?

Councillors, CEO and Senior Managers were involved in the review.

Was there community consultation during the reviews? *How was this conducted?*

No, although once downsizing occurred in a couple of areas, there were media releases to the public.

<p><b>What segments of the community were consulted? e.g. people with a particular interest in a service, existing community and user groups.</b></p> <p>General community.</p>
<p><b>How were community needs incorporated in the reviews?</b></p> <p>Levels of service to the public were considered, e.g. Pools and Artspace.</p>
<p><b>Was the community involved in setting new service levels? If so, please describe.</b></p> <p>No.</p>
<p><b>Was the elected council involved in the decision to undertake a review? If so, describe how they were engaged (e.g. briefing, report, etc) and the level of input that they provided.</b></p> <p>Yes, workshop briefings were held with Council.</p>
<p><b>Was the elected council kept informed of the progress of the review? If so, at what stages of the project?</b></p> <p>Yes, by updated workshop sessions.</p>
<p><b>Was the elected council required to make any critical decisions regarding the adoption of the review outcomes (e.g. allocation of resources, variation to service delivery, etc.)? If so, please describe.</b></p> <p>Final decisions on Service Level changes were made by Council.</p>

### Information Gathering & Benchmarking

<p><b>What types of information and data were collected for each review? e.g. statutory requirements, current outputs, current levels of service, potential modes of service delivery.</b></p> <ul style="list-style-type: none"> <li>– Historical budget data. Expenditure Review;</li> <li>– Comments on current levels of service;</li> <li>– Comments on future levels of service;</li> <li>– Legislative requirements to undertake activity;</li> <li>– Ability to have Service Delivery delivered externally;</li> <li>– Ability to downsize.</li> </ul>
<p><b>Were any service areas benchmarked against external organisations or providers? If so, please describe.</b></p> <p>Partially for Corporate Services and Development Services. Comparison costs with similar Councils.</p>

### Levels of Service

<p><b>Were service levels reviewed? If so, please describe.</b></p> <p>Yes, as detailed above.</p>
<p><b>Were there changes made to service levels as a result of reviews? If so, please describe.</b></p> <p>A number of activities had Service Level's reduced, e.g. Public Pool Operation, (hours reduced Artspace hours). Review is ongoing.</p>

### Modes of Service Delivery

<p><b>Were alternative models of service delivery explored? See examples below</b></p> <p>Yes.</p>
<p><b>Was service sharing with other councils considered? Please provide details</b></p> <p>Talked about but only generally.</p>
<p><b>Were strategic relationships formed with other government or non-profit bodies? If so, please provide details.</b></p> <p>No, not yet.</p>
<p><b>Were joint ventures or partnerships with private enterprise considered? If so, please provide details.</b></p> <p>No, not yet.</p>

<p><b>Was consideration given to community-run services or enterprises? <i>If so, please provide details.</i></b></p> <p>No.</p>
<p><b>Was consideration given to outsourcing services to external providers? <i>If so, please provide details.</i></b></p> <p>Yes, but still in discussion stage.</p>
<p><b>Were any new business or commercial enterprises to generate additional revenue identified? <i>If so, please provide details.</i></b></p> <p>No.</p>

**Implementation and Outcomes**

<p><b>Please describe the level of implementation of review recommendations.</b></p> <p>Where Service Levels were reduced, this occurred on 01 July 2011.</p>
<p><b>Please describe the most significant outcomes from the review process. <i>e.g. cost savings, efficiency gains, revenue generation, changes in service levels, introduction of new services, discontinuation of services, new modes of service delivery, etc.</i></b></p> <ul style="list-style-type: none"> <li>- Some minimal cost savings identified;</li> <li>- 2010/2011 Rates increase kept below CPI.</li> </ul>
<p><b>What has been the overall financial benefit from the service reviews (if any)?</b></p> <p>2011/2012 Rate increase kept below CPI.</p>
<p><b>What have been the main benefits of undertaking service reviews? <i>e.g. staff culture improvement, efficiency, rationalisation of services and service levels, financial sustainability, etc.</i></b></p> <ul style="list-style-type: none"> <li>- Improved efficiency;</li> <li>- Minimise further rate increases.</li> </ul>
<p><b>What were the lessons learnt? Would you do things differently in your next review project?</b></p> <p>Better quantify impacts.</p>
<p><b>How would you describe the perceived advantages and disadvantages of the approach you undertook in your review project?</b></p> <p>Fine. Would not change approach.</p>
<p><b>Are you aware of any other councils that have conducted service reviews? <i>If so, please list.</i></b></p> <p>Assume so but do not specifically know.</p>
<p><b>Do you have any other comments or observations regarding your service review project?</b></p> <p>No.</p>

## Attachment 4 – Survey Results – City of Melville (WA)

**Council Name:** City of Melville  
**Date:** 24 February 2012

### Service Review Background

**What were the primary drivers behind the decision to undertake a review of services? e.g. financial sustainability, continuous improvement, asset planning, business excellence, etc.**

Drive culture change and questioning of the status quo.

Continuous improvement and financial sustainability.

Identification of core services; Requirement of Council to deliver; opportunity for us to review whether we are the best service providers (if not who else)

Responsive to changing customer priorities and requirements

To ensure we met the executive functions test of Local Government.

**Please briefly describe the terms of reference or scope of the service review. e.g. council-wide, selected services, selected processes, etc.**

All identified discretionary services (those provided outside of any legislative or statutory requirement)

**When was your most recent review project undertaken, and how long did the project take?**

2009- 2010 ~ then ongoing

12 month project (Development of methodology, deployment and unit costing)

Continue to review methodology – see attachments. APPENDIX A shows the first methodology, and the Visio – Community Benefit Assessment (APPENDIX B) shows the more recent work regarding the methodology.

### Management & Resourcing

**How were the reviews managed and resourced? e.g. internal steering group, review coordinator, staff teams, consultants, external facilitator.**

Resourced internally with a short term continuous improvement team (CIT) with the involvement of all staff responsible for the delivery of discretionary services that included one on one interviews and group discussion.

Review of full cost (Unit Costing) for product line by Finance Manager.

**If you used internal resources for your review, how were review teams structured? What was their membership profile?**

Director Community Development and Managers within the Community Development directorate.

All staff responsible for the delivery of these services were consulted. An ex-finance manager was engaged for the development of full unit costs for services.

### Service Review Process

**Was a defined process used for conducting the reviews? Please provide an outline of the process.**

Attachment included

APPENDIX A shows the original methodology

APPENDIX C – highlights how this was represented (Quadrant scattergram)

APPENDIX B - Visio – Community Benefit Assessment (or Public Benefit Test) methodology is the recent work

**How was the process established? e.g. proprietary system, developed in-house.**

Developed in house following research for any other models

**Was the process based on an existing business improvement methodology? e.g. Lean Six Sigma, PDSA, etc.**

ADRI model (Business Excellence – Approach, Deployment, Results, Improvement)

**Are the service reviews part of an ongoing continuous improvement program? If so, please describe.**

In some instances reviews are linked to ongoing continuous improvement – now developed approach and Policy of culture of continuous review of these services (Council Policy developed). For example any proposed new service provision is tested against the model to ensure that Council is the best service provider.

### Service Identification & Prioritisation

**How were the council's services identified for review and categorised? *Please provide details of services.***

All identified discretionary services were reviewed across the Council including both internal processes to deliver a service, and the provision of external services.

**How were the services prioritised or ranked for review? *What criteria were used?***

See APPENDIX B – criteria based on community need, and Council objectives; and environmental scan of other providers; whether Council best deliverer of service or other alternatives.

### Stakeholder Engagement

**How were internal stakeholders / staff involved in the reviews?**

Officers responsible for each discretionary service were involved in the review along with the Community Development Management group.

**Was there community consultation during the reviews? *How was this conducted?***

The Strategic Community Plan and Neighbourhood Plans provided information concerning community aspirations and priorities so engagement processes used in developing these plans provided an opportunity to align community priorities with service provision.

**What segments of the community were consulted? e.g. people with a particular interest in a service, existing community and user groups.**

Engagement with our community is ongoing across different segments. We utilised other informing documents and processes that provided information regarding different segments/users of these services.

**How were community needs incorporated in the reviews?**

Community need was an identified criteria in the reviews – this was based on current data on usage, demand, and current and forecast demographic information.

The Strategic Community Plan and Neighbourhood Plans also informed this review process of community need.

**Was the community involved in setting new service levels? *If so, please describe.***

If changes were determined through the review process to the provision of services the community (user groups) were involved and informed. For example following a review all HACC services were transferred to a specific HACC provider – an extensive engagement and communication plan was developed and deployed with this client group and volunteers.

**Was the elected council involved in the decision to undertake a review? *If so, describe how they were engaged (e.g. briefing, report, etc.) and the level of input that they provided.***

Elected Members were briefed on the methodology and outcomes to changes to service provision. They were kept informed through Elected Member information sessions. The Audit Committee oversaw the recurrent saving (>\$1.7m) and these reports were presented to Council.

**Was the elected council kept informed of the progress of the review? *If so, at what stages of the project?***

Informed throughout the process and with any changes to service provision. Council also adopted a Policy in relation to the outcomes of the review.

**Was the elected council required to make any critical decisions regarding the adoption of the review outcomes (e.g. allocation of resources, variation to service delivery, etc.)? *If so, please describe.***

Process was viewed as operational so elected Council did not make critical decisions. Decisions were communicated to elected Council throughout the process.

### Information Gathering & Benchmarking

**What types of information and data were collected for each review? e.g. statutory requirements, current outputs, current levels of service, potential modes of service delivery.**

See attached methodology

APPENDIX A – Original methodology

APPENDIX B - Visio attachment – more recent methodology

Plans to continually refine and improve

**Were any service areas benchmarked against external organisations or providers? If so, please describe.**

External benchmarking did not necessarily occur although services were tested against community requirements. Unit costing were done for future benchmarking which is being undertaken on a priority basis.

### Levels of Service

**Were service levels reviewed? If so, please describe.**

Service levels were reviewed to ensure continued accessibility to the community. For example the unlimited provision of free rodent baits to any resident was reviewed and altered to include the requirement of a gold coin contribution, and a limited number of occasions it could be accessed. Additionally the provision was mapped to ascertain problem rodent areas.

The provision of a specific “calendar of events” was reviewed and replaced with an insert to a regular Council magazine.

**Were there changes made to service levels as a result of reviews? If so, please describe.**

Yes – see example above. Other examples include changes of service levels to podiatry services for seniors; immunisation; bin hire for community groups.

### Modes of Service Delivery

**Were alternative models of service delivery explored? See examples below**

Methodology included investigation of alternative models of service delivery – examples include external HACC provider; external Vacation Care provider; Leeming Recreational Centre; Out of School Care Services.

**Was service sharing with other councils considered? Please provide details**

Yes – as part of review process Indigenous HACC program was transferred to a neighbouring Council to share this service and be the core provider. Ongoing investigations continue with possible resource sharing in regard to libraries in our region.

**Were strategic relationships formed with other government or non-profit bodies? If so, please provide details.**

Yes – with new external HACC provider (non profit organisation); Out of School Care services (commercial sector).

**Were joint ventures or partnerships with private enterprise considered? If so, please provide details.**

No – in some instances services were transferred to be provided by the private sector (Child care, out of school care services).

**Was consideration given to community-run services or enterprises? If so, please provide details.**

Yes – HACC service was transferred to a community based not for profit organisation. Community events are now delivered by community-run services and organisations (Rotary Clubs, local resident groups etc.).

**Was consideration given to outsourcing services to external providers? If so, please provide details.**

Yes – HACC outsourced to external providers.

**Were any new business or commercial enterprises to generate additional revenue identified? If so, please provide details.**

No

### Implementation and Outcomes

**Please describe the level of implementation of review recommendations.**

Discretionary services identified of having lower community need and/or the availability of alternative providers were highlighted as requiring further review and investigation. All of those identified in this area have been investigated and in some cases transferred to external providers.

See attached Quadrant scattergram (APPENDIX C)

**Please describe the most significant outcomes from the review process. e.g. cost savings, efficiency gains, revenue generation,**

<p><b>changes in service levels, introduction of new services, discontinuation of services, new modes of service delivery, etc.</b></p> <p>Cost savings; efficiency gains, changes to service provided and levels; transference of services to external providers (external funding), and new modes of service delivery. Introduction of new providers to our City which are viewed as community assets. Awareness and continued use of unit costing in the provision of services.</p>
<p><b>What has been the overall financial benefit from the service reviews (if any)?</b></p> <p>Positive overall financial benefit – identified savings to Council. (&gt;\$1.7M)</p>
<p><b>What have been the main benefits of undertaking service reviews? e.g. staff culture improvement, efficiency, rationalisation of services and service levels, financial sustainability, etc.</b></p> <p>Focus on core business; responsiveness to customer requirements; culture of moving away from “business as usual” to continuous improvement. Rationalisation of services with savings to Council but retained outcome for community. Understanding of application and on going usage of unit costing methodology.</p>
<p><b>What were the lessons learnt? Would you do things differently in your next review project?</b></p> <p>More scrutiny in definition of discretionary services, and how do you review the service level of mandatory services.</p> <p>Continued review of the methodology (Public Benefit Test) and collaboration with other LGAs.</p>
<p><b>How would you describe the perceived advantages and disadvantages of the approach you undertook in your review project?</b></p> <p>Disadvantages – not certain we had methodology correct as had found nothing comparable; staff felt under scrutiny to justify their services (better communication and engagement could have assisted); some perception that exercise was solely cost driven.</p> <p>Advantages – development of an evidence based framework; ; opportunity to work “on the business”, to make business improvements that delivered savings and efficiencies; time taken to analyse what we do and how we do it; delivered clarity on why we deliver particular discretionary services</p>
<p><b>Are you aware of any other councils that have conducted service reviews? <i>If so, please list.</i></b></p> <p>City of Onkaparinga, South Australia – in early 2012 became aware of similar methodology</p>
<p><b>Do you have any other comments or observations regarding your service review project?</b></p> <p>Very useful and now critical way of approaching our business – decision making methodology in regard to the introduction of any new services; confirmation that we were largely on track with the provision of discretionary services.</p>

## Appendix A

<b>Service/Program Needs Assessment Matrix</b>	
<p><b>1. Community Wellbeing</b></p> <p>Community Wellbeing can include:</p> <ul style="list-style-type: none"> <li>– A safe community where people feel a connection with others in their neighbourhood.</li> <li>– Access to recreation and other facilities that enhance physical, emotional and spiritual health and well-being.</li> <li>– An active and involved community with a high proportion of people involved in community groups and volunteering work.</li> <li>– A community where the arts, culture, local history and heritage are valued and celebrated.</li> </ul>	<b>Weighting: 30%</b>
<p>1.1 To what extent will this service/program enhance the wellbeing of the community?</p> <p><b>Rating guidelines</b></p> <ol style="list-style-type: none"> <li>1. Has negative effect on the community wellbeing</li> <li>2. Has little to no positive influence on community wellbeing</li> <li>3. Enhances community wellbeing</li> <li>4. Has a significant contribution to community wellbeing</li> </ol>	
<p>1.2 To what extent will this service/program build a sense of community spirit* where people feel part of their neighbourhood?</p> <p><b>Rating guidelines</b></p> <ol style="list-style-type: none"> <li>1. Has a negative effect (i.e. divides the community) on sense of community</li> <li>2. Has little or no positive influence on sense of community</li> <li>3. Enhances sense of community</li> <li>4. Has a significant contribution to sense of community</li> </ol> <p><i>*Community spirit includes the level to which people feel engaged and participate in community activities</i></p>	
<p>1.3 To what extent does this service contribute to the safety and security of the community? (including the perception of safety and security)</p> <p><b>Rating guidelines</b></p> <ol style="list-style-type: none"> <li>1. Has a negative effect on safety and security</li> <li>2. Has little effect on safety and security</li> <li>3. Makes a contribution to the safety and security of the community</li> <li>4. Has significant effect on the safety and security of the community</li> </ol>	
<p>1.4 To what extent does this service contribute to a healthy lifestyle?</p> <p><b>Rating guidelines</b></p> <ol style="list-style-type: none"> <li>1. Has a negative effect on a healthy lifestyle</li> <li>2. Has little effect on a healthy lifestyle</li> <li>3. Makes a contribution to a healthy lifestyle</li> <li>4. Makes significant contribution to a healthy lifestyle</li> </ol>	
<p>1.5 To what degree does the community support and use the service?</p> <p><b>Rating guidelines</b></p> <ol style="list-style-type: none"> <li>1. Declining utilisation and low participation rates</li> <li>2. Stable utilisation and low participation</li> <li>3. Stable utilisation and high participation</li> <li>4. Well utilised and increasing participation/or at capacity</li> </ol>	
<b>Community Wellbeing Subtotal</b>	
<b>Weighted Average – Community Wellbeing</b>	



<p><b>2. Environmental Wellbeing</b></p> <ul style="list-style-type: none"> <li>– Contribute to the maintenance and enhancement of biodiversity for the preservation of our natural flora and fauna</li> <li>– Use natural resources sustainable to reduce our ecological footprint</li> <li>– Provide a sustainable built urban environment</li> </ul>	<b>Weighting: 25%</b>
<p>2.1 To what extent does this service enhance the environmental wellbeing of the community?</p> <p><b>Rating guidelines</b></p> <ol style="list-style-type: none"> <li>1. <i>Has negative effect on the environmental wellbeing</i></li> <li>2. <i>Has little to no positive influence on environmental wellbeing</i></li> <li>3. <i>Enhances environmental wellbeing</i></li> <li>4. <i>Has a significant contribution to environmental wellbeing</i></li> </ol>	
<p>2.2 To what extent does this service contribute to a sustainable built urban environment?</p> <p><b>Rating guidelines</b></p> <ol style="list-style-type: none"> <li>1. <i>Has negative effect on the sustainable urban environment</i></li> <li>2. <i>Has little to no positive influence the sustainable urban environment</i></li> <li>3. <i>Enhances the sustainable urban environment</i></li> <li>4. <i>Has a significant contribution on the sustainable urban environment</i></li> </ol>	
<p>2.3 To what extent does this service reduce our ecological footprint?</p> <p><b>Rating guidelines</b></p> <ol style="list-style-type: none"> <li>1. <i>Significantly increases our ecological footprint</i></li> <li>2. <i>Increases our ecological footprint</i></li> <li>3. <i>Contributes to reducing our ecological footprint</i></li> <li>4. <i>Has a significant contribution to reducing our ecological footprint</i></li> </ol>	
<b>Environmental Wellbeing Subtotal</b>	
<b>Weighted Average - Environmental Wellbeing</b>	
<p><b>3. Economic Wellbeing</b></p> <ul style="list-style-type: none"> <li>– Enhance and maintain a business friendly environment.</li> <li>– Have vibrant diverse commercial centres that meet local and regional needs</li> </ul>	<b>Weighting: 20%</b>
<p>3.1 To what extent does this service enhance the economic wellbeing of the community?</p> <p><b>Rating guidelines</b></p> <ol style="list-style-type: none"> <li>1. <i>Has negative effect on the economic wellbeing</i></li> <li>2. <i>Has little to no positive influence on economic wellbeing</i></li> <li>3. <i>Enhances economic wellbeing</i></li> <li>4. <i>Has a significant contribution to economic wellbeing</i></li> </ol>	
<p>3.2 To what extent does this service enhance the diversity of commercial centres?</p> <p><b>Rating guidelines</b></p> <ol style="list-style-type: none"> <li>1. <i>Has negative effect on diversity of commercial centres</i></li> <li>2. <i>Has little or no effect on diversity of commercial centres</i></li> <li>3. <i>Enhances diversity of commercial centres</i></li> <li>4. <i>Significantly enhances diversity of commercial centres</i></li> </ol>	
<b>Economic Wellbeing Subtotal</b>	
<b>Weighted Average - Economic Wellbeing</b>	

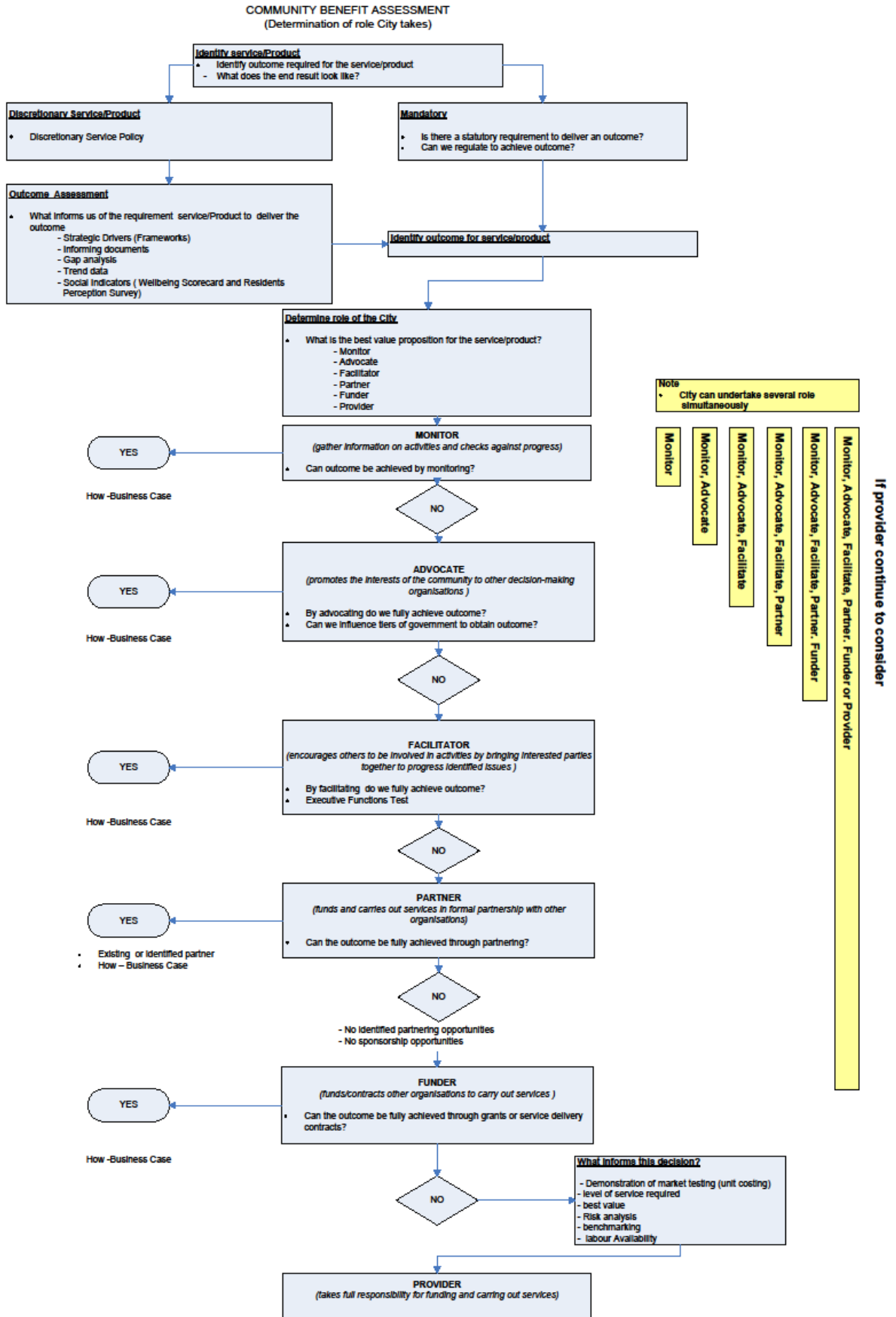
<b>4. Governance</b>	<b>Weighting: 25%</b>
<p>4.1 How well does the service meet relevant City of Melville corporate objectives? ( strategic plans, policy's, Community Plan)</p> <p><b>Rating guidelines</b></p> <ol style="list-style-type: none"> <li>1. <i>Contradicts</i></li> <li>2. <i>No Links</i></li> <li>3. <i>Partially complies</i></li> <li>4. <i>Consistent</i></li> </ol>	
<p>4.2 How well does the service meet relevant service provision standards? (eg AMCORD, etc...)</p> <p><b>Rating guidelines</b></p> <ol style="list-style-type: none"> <li>1. <i>In excess of requirements</i></li> <li>2. <i>Just exceeds requirements</i></li> <li>3. <i>Meets requirements</i></li> <li>4. <i>Under requirements</i></li> </ol>	
<p>4.3 To what extent does this service support the City's leadership role in the community? (Services/Products that show the City demonstrating strategic innovation or modelling service delivery)</p> <p><b>Rating guidelines</b></p> <ol style="list-style-type: none"> <li>1. <i>Does not show leadership</i></li> <li>2. <i>Demonstrates limited leadership</i></li> <li>3. <i>Demonstrates leadership in some neighbourhoods</i></li> <li>4. <i>Demonstrates leadership role across the City</i></li> </ol>	
<b>Operations Subtotal</b>	
<b>Weighted Average - Operations</b>	
<b>RATING (100%)</b>	<b>/100%</b>

<b>Service Delivery Matrix</b>	
Describe the Service - service level, value-adding by the City,	
<b>1. Service Provider Analysis</b>	<b>Weighting: 40%</b>
<p>Does the city have a monopoly on this service?                  Can the customer access an alternative service provider? Yes No                  Can the City of Melville outsource responsibility for the provision of the service? Yes No</p> <p><b>Rating Guidelines</b></p> <ol style="list-style-type: none"> <li>1. <i>Yes Yes</i></li> <li>2. <i>Yes No</i></li> <li>3. <i>No Yes</i></li> <li>4. <i>No No</i></li> </ol>	
<p>1.1 To what extent does this service duplicate and/or compete with any other service providers? (Executive functions test) check list style</p> <p><b>Rating guidelines</b></p> <ol style="list-style-type: none"> <li>1. <i>Directly duplicate and/or compete across the City</i></li> <li>2. <i>Partially duplicate and/or compete across the City</i></li> <li>3. <i>Limited duplication and/or competition in some neighbourhood areas only</i></li> <li>4. <i>No duplication and/or competition across the City</i></li> </ol>	

<p>1.2 To what extent is the provision of this service available from service providers other than the City?</p> <p><b>Rating guidelines</b>  <i>1. Many other service providers</i>  <i>2. Adequate other service providers</i>  <i>3. Limited other service providers</i>  <i>4. COM sole service provider</i></p>	
<p>Service Provider Analysis Subtotal</p>	
<p>Weighted Average</p>	
<p><b>2. Financial</b></p>	<p><b>Weighting: 20%</b></p>
<p>2.1 Degree of Council funding</p> <p><b>Rating guidelines</b>  <i>1. Completely funded by rates</i>  <i>2. Council subsidy up to 70%</i>  <i>3. Council subsidy up to 40%</i>  <i>4. Fully funded by levy, external grants and/or by income generated</i></p>	
<p>Financial Subtotal</p>	
<p>Weighted Average</p>	
<p><b>3. Risk</b></p>	<p><b>Weighting: 40%</b></p>
<p>Document in this section risks i.e. uncertainties that exist between you and your objectives. If there is more than risk in a category use the response with the highest rating as your answer</p>	
<p><b>What is the risk to the City of Melville in the provision of the product or service?</b>          Consider risk ratings on an individual basis. Any individual extreme level risk identified must be considered in the overall rating for the Risk Section</p>	
<p><b>3.1 Political risks</b>          Associated with failure to deliver on local or state government policies or to meet Council's stated commitments</p> <p><b>Rating guidelines</b>  <i>1. Extreme level risk</i>  <i>2. High level risk</i>  <i>3. Medium level risk</i>  <i>4. Low level risk</i></p>	
<p><b>3.2 Environmental risks</b>          Associated with the management of the environment or environmental consequences of Council's activities</p> <p><b>Rating guidelines</b>  <i>1. Extreme level risk</i>  <i>2. High level risk</i>  <i>3. Medium level risk</i>  <i>4. Low level risk</i></p>	
<p><b>3.3 Social/Culture risks</b>          Associated with failure to meet current and changing needs and expectations of customers and citizens of Melville</p> <p><b>Rating guidelines</b>  <i>1. Extreme level risk</i>  <i>2. High level risk</i>  <i>3. Medium level risk</i>  <i>4. Low level risk</i></p>	

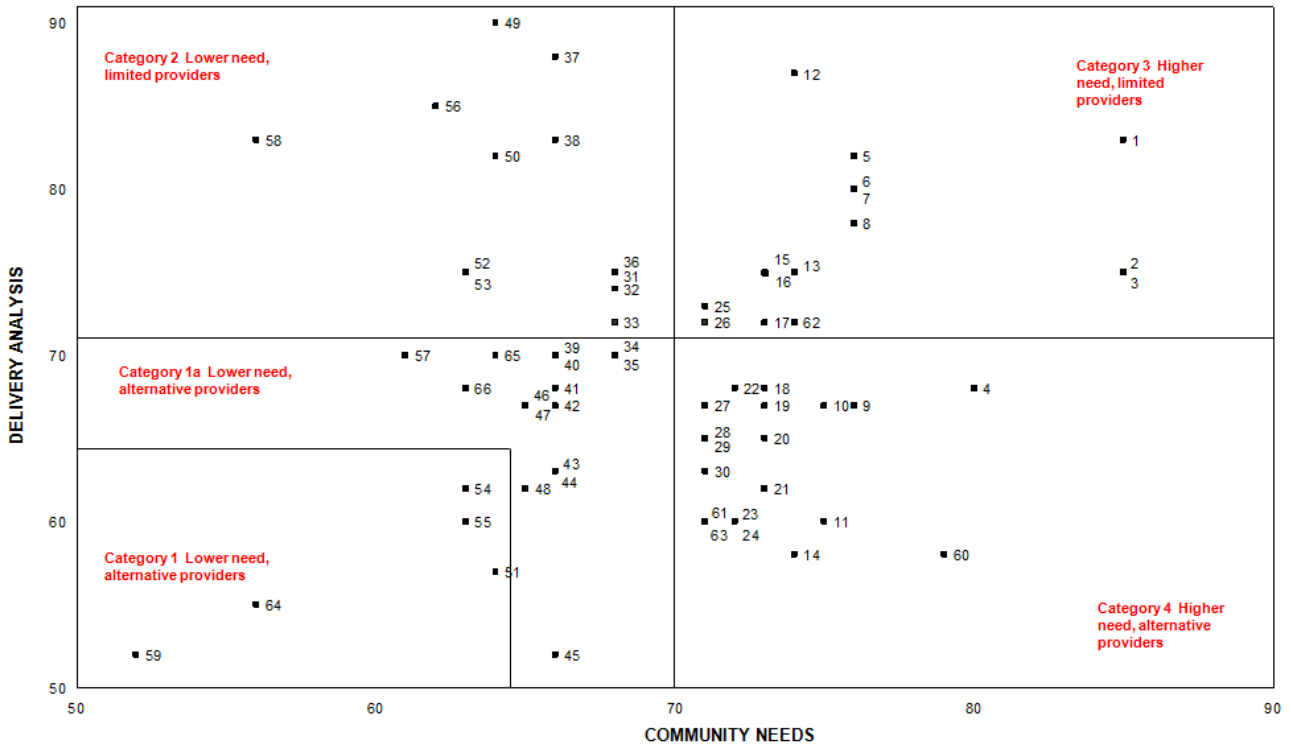
<p><b>3.4 Technological risks</b>                  Associated with implementation, management, and maintenance of information technology used by the service</p> <p><b>Rating guidelines</b>                  1. <i>Extreme level risk</i>                  2. <i>High level risk</i>                  3. <i>Medium level risk</i>                  4. <i>Low level risk</i></p>	
<p><b>3.5 Economic (Financial) risks</b>                  Associated with cash flow, funding sources, budgetary requirements, tax obligations, creditor and debtor management, remuneration and other general account management</p> <p><b>Rating guidelines</b>                  1. <i>Extreme level risk</i>                  2. <i>High level risk</i>                  3. <i>Medium level risk</i>                  4. <i>Low level risk</i></p>	
<p><b>3.6 Legal risks</b>                  Associated with compliance to legal requirements such as legislation, regulations, standards, codes of practice and contractual requirements</p> <p><b>Rating guidelines</b>                  1. <i>Extreme level risk</i>                  2. <i>High level risk</i>                  3. <i>Medium level risk</i>                  4. <i>Low level risk</i></p>	
	<b>Risk Subtotal</b>
	<b>Weighted Average</b>
	<b>Rating (100%)</b>
	<b>/100%</b>

Appendix B



Appendix C

**Quadrant Scattergram – Attachment 3**



**Legend – Product or Service  
Community Needs Score / Delivery Analysis Score**

1	Development/planning of sport & physical activity	85 / 83	23	Coord Youth Programs	72 / 60	45	Immunisation (infant)	66 / 52
2	Club/group & sports	85 / 75	24	PHAZE urban art project	72 / 60		Local History Service	65 / 67
3	Club/Volunteer development	85 / 75	25	Gymbakids	71 / 73	47	Collections Management	65 / 67
4	Volunteer Recognition	80 / 68	26	Neighborhood Watch	71 / 72	48	Seniors -advice, information	65 / 62
5	Events Package	76 / 82	27	Health promotion	71 / 67	49	Living Library Program	64 / 90
6	Event bookings	76 / 80	28	Group Fitness Programs	71 / 65	50	Support for East Timor Friendship	64 / 82
7	Community Event Management	76 / 80	29	Gym Circuit, LLLS	71 / 65	51	Calendar of Festivals and Events	64 / 57
8	Ethnic Melville Active Seniors	76 / 78	30	Gallery Exhibitions	71 / 63	52	Midge control/treatment	63 / 75
9	Sports Coaching & Competitions	76 / 67	31	Seniors Information Directory	68 / 75	53	Support Senior Citizen Centres	63 / 75
10	Mgt Community Centres	75 / 67	32	Melville Family Support Program	68 / 74	54	Libraries - Children's programs	63 / 62
11	Mgt of Grants	75 / 60	33	Mgt Comm & Public Art Projects	68 / 72	55	Podiatry	63 / 60
12	Bus shelter painting project	74 / 87	34	Food safety & hygiene	68 / 70	56	Teenvac	62 / 89
13	Provision of "Activelink" program	74 / 76	35	Art Awards	68 / 70	57	3 x Museums	61 / 70
14	Community Transport Services	74 / 58	36	Emergency relief	68 / 75	58	HACC - Meals to Music	56 / 83
15	Learn to Swim Programs	73 / 75	37	Melville Youth Advisory Council	66 / 88	59	Resident rat bait program	52 / 52
16	Mgt Senior Assistance Fund	73 / 75	38	Banners – Canning Highway	66 / 83	60	Travelsmart	79 / 58
17	Youth activities	73 / 72	39	Youth Sport Scholarships	66 / 70	61	Environmental Education Programs	71 / 60
18	Aquatic Facilities	73 / 68	40	Youth Sport Grants	66 / 70	62	Environ Sustainability Programs	74 / 72
19	Meals on Wheels	73 / 67	41	Seniors Forums	66 / 68	63	ICLEI	71 / 60
20	Gymnasium	73 / 65	42	Social English classes	66 / 67	64	Sand supply schools	56 / 55
21	EMAS (non HACC)	73 / 62	43	Libraries -Adult Programs	66 / 63	65	Bin Hire -community gps	64 / 70
22	Aboriginal liaison	72 / 78	44	Art Collection	66 / 63	66	Collection of Commercial waste	63 / 68

## Attachment 5 – Survey Results – City of Newcastle (NSW)

**Council Name:** City of Newcastle  
**Date:** 9 February 2012

### Service Review Background

**What were the primary drivers behind the decision to undertake a review of services? e.g. financial sustainability, continuous improvement, asset planning, business excellence, etc.**

Notice of Motion received from Councillor to prepare:

1. Define and review the statutory and non statutory services provided by Local Government, and in particular, The City of Newcastle
2. Explain the legislative requirements and community for services obligations under the Local Government Act
3. Discuss the role of and need for these non-statutory services
4. Consider the possibility of providing any of service at a cost recovery or surplus level
5. Consider the potential for divestment of any service to a not-for-profit provider, a possible staff buy-out, or another commercial entity
6. Investigate what other service variations could provide more efficiency and effective Council Operations;
7. Investigate whether any asset divestments might be realised as a result of non-statutory service variations
8. A report on cost shifting of services from the State to Council

**Please briefly describe the terms of reference or scope of the service review. e.g. council-wide, selected services, selected processes, etc.**

- Review all Council Services (council-wide) both statutory and non statutory services
- The scope of the review is outlined as per above

**When was your most recent review project undertaken, and how long did the project take?**

- August 2011 – December 20, 2011 (non statutory services)

### Management & Resourcing

**How were the reviews managed and resourced ? e.g. internal steering group, review coordinator, staff teams, consultants, external facilitator.**

- The review was conducted and carried out internally by staff and teams responsible for the service
- Project Steering Group; consisting of representation from staff (nominations); Union Delegate, Executive, Councillor (who lodged the Notice of Motion) and project manager
- Members of the project steering group were responsible for reviewing recommendations, and providing assistance and support to teams

**If you used internal resources for your review, how were review teams structured? What was their membership profile?**

- Systems views were used to identify internal stakeholders and customers who should be included in the review

### Service Review Process

**Was a defined process used for conducting the reviews? Please provide an outline of the process.**

- Teams were required to complete a service audit form template that was compiled to answer those questions raised in the NoM, along with identifying opportunities for improvement
- Workshops were held with staff to explain the background to the project, how to complete the template, business improvement tools and techniques that could be used to examine the service and identify opportunities for improvement (i.e. efficiencies, growth, reduction in service delivery etc) and \$ Operational Savings
- All templates had to be reviewed, approved and signed by the Service Unit Manager and Director
- A two day workshop was held with 11 Councils from across the Country, and who are members of the Local Government Business Excellence Network. Members were given the opportunity of benchmarking their services with Councils and discussing how they provide the service with service audit teams. Many more opportunities for improvement were identified through discussions over the two-days
- Recommendations were then compiled into three columns. One for those identified by Service Audit Teams, one for those identified by the Local Business Excellence Network and one for those identified by the Executive
- Recommendations by service audit teams and the local business excellence network were then reviewed by the Project Steering Group

<ul style="list-style-type: none"> <li>– Recommendations were then workshopped with the Executive Leadership Team</li> </ul>
<p><b>How was the process established? <i>e.g. proprietary system, developed in-house.</i></b></p> <ul style="list-style-type: none"> <li>– Research conducted with other Councils who have undertaken a similar process</li> <li>– Research through the Local Government Business Excellence Network</li> <li>– Council's previous Sustainability Review</li> </ul>
<p><b>Was the process based on an existing business improvement methodology? <i>e.g. Lean Six Sigma, PDSA, etc.</i></b></p> <ul style="list-style-type: none"> <li>– Business Excellence; systems views,</li> <li>– Lean Six Sigma; process mapping, DMAIC (define, measure, analyse, improve, control)</li> <li>– Continuous Improvement; 5 Whys, brainstorming</li> </ul>
<p><b>Are the service reviews part of an ongoing continuous improvement program? <i>If so, please describe.</i></b></p> <ul style="list-style-type: none"> <li>– Part of Council's business excellence program to continuously look for opportunities to improve our services.</li> <li>– Long-term financial plan</li> </ul>

### Service Identification & Prioritisation

<p><b>How were the council's services identified for review and categorised? <i>Please provide details of services.</i></b></p> <ul style="list-style-type: none"> <li>– Categorised as Statutory &amp; Non Statutory Services, as per the various legislative requirements</li> </ul>
<p><b>How were the services prioritised or ranked for review? <i>What criteria were used?</i></b></p> <ul style="list-style-type: none"> <li>– Services were prioritised as either Statutory or Non Statutory Services. The review on all non-statutory services was carried out in the first instance</li> </ul>

### Stakeholder Engagement

<p><b>How were internal stakeholders / staff involved in the reviews?</b></p> <ul style="list-style-type: none"> <li>– All staff were invited to attend a continuous improvement workshop, where they were given the opportunity of providing feedback (both positive and negative) from previous reviews. I.e; lessons learnt and what improvements we can make to the process we adopt for this review</li> <li>– Staff involved with preparing the service audit template, were invited to informative and participatory workshops, whereby a short presentation was given on the background to the project, outcomes expected from the service audit, and continuous improvement methodologies they could use when carrying out the review, Staff were then given the opportunity of commencing the service audit template, and asking/seeking clarification on any issues they might have along with seeking support from members of the project team</li> <li>– Nominating to be on the project steering group</li> </ul>
<p><b>Was there community consultation during the reviews? <i>How was this conducted?</i></b></p> <ul style="list-style-type: none"> <li>– Not in the first instance</li> <li>– In the report to Council on 20 December it was recommended that 14 services required further analysis and community consultation</li> </ul>
<p><b>What segments of the community were consulted? <i>e.g. people with a particular interest in a service, existing community and user groups.</i></b></p> <ul style="list-style-type: none"> <li>– In the second phase of the project, community members that are being consulted with include existing community and user groups and those who have registered their interest in the service (i.e. through Newcastle Voice)</li> </ul>
<p><b>How were community needs incorporated in the reviews?</b></p> <ul style="list-style-type: none"> <li>– Community needs and feedback will be incorporated in the report that goes back to Council and will be taken into consideration with Council's recommendations</li> </ul>
<p><b>Was the community involved in setting new service levels? <i>If so, please describe.</i></b></p> <ul style="list-style-type: none"> <li>– Yes, as part of those recommendations requiring further analysis, an impact assessment is being carried out on those services whereby we are suggesting new service levels. Feedback will be sought from the community in regards to these service levels</li> </ul>



**Was the elected council involved in the decision to undertake a review? *If so, describe how they were engaged (e.g. briefing, report, etc.) and the level of input that they provided.***

- Yes, they nominated and endorsed the Notice of Motion put forward
- Once a process was established to carry out the review, a Councillor Workshop was held in which the process was outlined and Councillors invited to make any changes or offer any improvements to the process

**Was the elected council kept informed of the progress of the review? *If so, at what stages of the project?***

- At the Councillor Workshop, staff suggested the inclusion of a Councillor on the project steering group. Councillors agreed with this and nominated the Councillor who originally put in the NoM.
- Councillors were kept up-to-date by regular feedback and communication as the project progressed. This was done via emails, project status reports, and Councillor publications. The Councillor on the project steering group was also a conduit for communication amongst the elected Council.

**Was the elected council required to make any critical decisions regarding the adoption of the review outcomes (e.g. allocation of resources, variation to service delivery, etc)? *If so, please describe.***

- A Councillor Workshop was carried out whereby recommendations were discussed and a briefing provided of the Council report
- At the Council Meeting of 20 December Council were asked to
  - o That Council accepts this report on the non-statutory services review
  - o That Council endorses those service audit recommendations nominated to proceed by the Executive Leadership Team
  - o That Council endorses those service audit recommendations nominated to proceed, but requiring further analysis
  - o That the remaining Sustainability Review recommendations are correlated and incorporated into the Service Audit Process

### Information Gathering & Benchmarking

**What types of information and data were collected for each review? *e.g. statutory requirements, current outputs, current levels of service, potential modes of service delivery.***

- Service Details – group, service, service description, how is service provided, team leader, service audit team members, staff establishing, Council's role, inputs to service, outputs to service, other information
- Assets – i.e. Buildings and Structures, transport, Parks & Recreation, Stormwater Drainage, Natural, Waste Facility, Library, Art Gallery and Museum, Other
- Key Stakeholders (refer Systems View) – Internal & External
- Service Information – Why are we providing the service, what is the link to the Community Strategic Plan, Quadruple bottom line benefit, partnerships, cost shifting, existing constraints, users of service, is the service delivered by another provider
- Financial Information – expenditure and income, community contributions, cost to council, efficiencies gains achieved, funding sources
- Business Improvement Opportunities – review service levels, review service models

**Were any service areas benchmarked against external organisations or providers? *If so, please describe.***

- All services were benchmarked amongst 11 Councils across the Country, who are members of the Australian Business Excellence Network
- Nine core services of Council were previously benchmarked with Hobart City Council and Marion City Council

### Levels of Service

**Were service levels reviewed? *If so, please describe.***

- Under service levels staff were requested to review; provide no service, provide a lower level of service, provide the same level of service, provide a high level of service (cost benefit analysis required), improvements and innovations to service delivery, alternative method of service delivery

**Were there changes made to service levels as a result of reviews? *If so, please describe.***

- Yes, through Parks & Reserves. These options are currently being further investigated through an impact assessment and community consultation

**Modes of Service Delivery****Were alternative models of service delivery explored? *See examples below***

- Yes, these are currently being explored as phase two of the project, whereby further analysis is required.

**Was service sharing with other councils considered? *Please provide details***

- Yes, in many cases the need to share service with other councils was highlighted, along with those services already being shared with Councils

**Were strategic relationships formed with other government or non-profit bodies? *If so, please provide details.***

- It was highlighted throughout the reviews where this was a possibility, along with highlighting those relationships that already exist

**Were joint ventures or partnerships with private enterprise considered? *If so, please provide details.***

- It was highlighted throughout the reviews where this was a possibility and further analysis and exploration required

**Was consideration given to community-run services or enterprises? *If so, please provide details.***

- Yes, this is currently being explored as part of recommendations requiring further analysis

**Was consideration given to outsourcing services to external providers? *If so, please provide details.***

- Yes, this is currently being explored as part of recommendations requiring further analysis

**Were any new business or commercial enterprises to generate additional revenue identified? *If so, please provide details.***

- Yes, this was identified through services and assets that Council own and operate such as Fort Scratchley, Blackbutt Reserve, Printing & Graphic Design etc.

**Implementation and Outcomes****Please describe the level of implementation of review recommendations.**

- An implementation plan on those operational recommendations adopted on 20 December 2011 is currently being prepared. Progress will be reported to the Executive on a monthly basis and reported through quarterly reviews to Council

**Please describe the most significant outcomes from the review process. *e.g. cost savings, efficiency gains, revenue generation, changes in service levels, introduction of new services, discontinuation of services, new modes of service delivery, etc.***

- Business improvement opportunities identified saw processes streamlined, which will result in efficiency gains
- Commercial opportunities to existing Council assets
- Operational savings
- Understanding by Councillors of all the services provided by Council
- Detailed analysis of all services provided to Councillors and available to all staff

**What has been the overall financial benefit from the service reviews (if any)?**

- \$2m was identified in operational savings from the review on non-statutory services

**What have been the main benefits of undertaking service reviews? *e.g. staff culture improvement, efficiency, rationalisation of services and service levels, financial sustainability, etc.***

- Staff involvement, participation and engagement
- Financial sustainability
- Communication and collaboration amongst teams, staff, and users of the service
- Greater understanding of how the service is provided
- Embedding our continuous improvement methodology
- Opportunities for improvement identified

<ul style="list-style-type: none"> <li>– Involvement of the Business Excellence Network and building relationships with our neighbouring Councils who have undertaken a similar review</li> <li>– Involvement of the Councillors</li> <li>– People working together across the organisation</li> <li>– Rationalisation of services and service levels</li> </ul>
<p><b>What were the lessons learnt? Would you do things differently in your next review project?</b></p> <ul style="list-style-type: none"> <li>– Involve staff throughout the process, as they are the subject matter experts</li> <li>– Keep the project to a tight, short time-frame. Our review of 46 non statutory services was conducted within 5 months</li> <li>– Communicate the purpose and objectives of the project – be clear and concise and keep staff and Councillors up-to-date on the progress</li> <li>– Implement recommendations</li> </ul>
<p><b>How would you describe the perceived advantages and disadvantages of the approach you undertook in your review project?</b></p> <ul style="list-style-type: none"> <li>– Advantages of conducting the review internally:-             <ul style="list-style-type: none"> <li>o Staff were engaged and participated and had ownership of the recommendations, as they were the ones who identified them.</li> <li>o Having a Councillor, Union, Executive Leader and staff on the project steering committee meant all stakeholders were continually kept up-to-date. These members provided the conduit for communication and support to the organisation.</li> <li>o Managing the review as a project – we used documents such as a project plan; gantt chart, process map, mind map, system view, project status reports etc. to support and report on the project</li> <li>o Including Councils continuous improvement methodology meant a consistent approach was applied to the overall process used</li> <li>o Utilising the Business Excellence Network gave both our Council and those Councils the opportunity of building relationships and sharing/benchmarking our services with theirs</li> <li>o Conducting the review internally meant there was no additional cost to Council (i.e. cost to hire a consultant + additional resources required)</li> </ul> </li> <li>– Disadvantages:-             <ul style="list-style-type: none"> <li>o Level of independence</li> </ul> </li> </ul>
<p><b>Are you aware of any other councils that have conducted service reviews? <i>If so, please list.</i></b></p> <ul style="list-style-type: none"> <li>o Lake Macquarie City Council</li> <li>o Port Stephens City Council</li> <li>o Council's within the Local Government Business Excellence Network i.e.; Hobart City Council; Marion</li> </ul>
<p><b>Do you have any other comments or observations regarding your service review project?</b></p>

## Attachment 6 – Survey Results – Parramatta City Council (NSW)

**Council Name:** Parramatta City Council  
**Date:** February 2012

### Service Review Background

**What were the primary drivers behind the decision to undertake a review of services? e.g. financial sustainability, continuous improvement, asset planning, business excellence, etc.**

- Be sustainable in the long term –financially as well as other factors. Certainly there was a reality that our operating costs were increasing faster than our income and that we needed to address this.
- Deliver for the Future. We wanted to set ourselves up to anticipate emerging challenges.
- Become a Centre of Excellence. We recognised that we needed to improve across the board in terms of our service provision - and build the skills to continually improve this.
- Deliver on our guiding principles
- Identify new business opportunities – both for income, other ways of doing things.
- Provide efficient and effective services to meet our communities' needs

An outline of the reasons for the review and the process that was followed is included as APPENDIX A.

**Please briefly describe the terms of reference or scope of the service review. e.g. council-wide, selected services, selected processes, etc.**

Initially we attempted to limit it to certain selected (contestable services). After discussing this at length, we then amended the process to capture all Council services. During panel discussion we realised that consistent themes were emerging and broadened the scope to include selected "cross-functional" processes. This had the added benefit of preventing business from simply shifting problems "upstream or downstream".

Our aim was to establish whether we were providing the right mix of services to our customers and providing them with value for money.

It didn't just focus on improving the financial position of the Council but placed a heavy emphasis on improving the quality of our services and building a culture of innovation and continuous improvement.

The services review was not designed to be a one off exercise but rather the beginning of an ongoing journey

**When was your most recent review project undertaken, and how long did the project take?**

Mid 2010 – 6 months. However, many of the projects (or broader challenges were identified as having a 2 year horizon) – so some are still underway.

### Management & Resourcing

**How were the reviews managed and resourced? e.g. internal steering group, review coordinator, staff teams, consultants, external facilitator.**

Internal steering group (the Executive). Chaired review panels.

In house project team – 3 people (Leader/Project Manager/Administration)

Teams – all L3 (Unit Managers – 21) attended review panels, many presented.

L4 Managers (approximately 35) presented at review panels

One business support officer for each Group (or Department) – 3 people.

External consultants used for two components – Lean Six Sigma training and Cross functional mapping

All internal staff did the project whilst continuing with existing business.

**If you used internal resources for your review, how were review teams structured? What was their membership profile?**

Project team – One L3 (Unit manager), one L4 (Service Manager) Review team, 1 administration officer.

Business support – 3 project officer level.

Review teams (Panels)

Chair – Rotated amongst members of executive (L2). N.B. Not Line Manager. CEO (L1) attended a number of panels.

Panel members 2-3 Unit Managers (L3) + 2 members of project team (admin + one facilitator)

Presenters L4 and staff members.

### Service Review Process

**Was a defined process used for conducting the reviews? Please provide an outline of the process.**

Training of Managers in Lean Six Sigma  
 Initial template of questions provided to all Managers  
 Presentations at Managers breakfasts of the intent and process of the review  
 2 rounds of scheduled panel meetings (2 ½ hrs each) 6 weeks apart, 3-5 each week (see participation above). Includes presentation and discussion between panel and staff.  
 After 1<sup>st</sup> round debrief with ET on shared themes and engagement of consultant to map “top 10” cross functional processes.  
 Coaching for teams as required by project team or business support.  
 Second round of templates issued preceding second panel.  
 Discussion and initial assessment of proposals at second panels.  
 Workshop with ET to discuss findings and potential report structure.  
 Workshop with Councillors  
 Adoption of report  
 Implementation of projects (and reporting framework)  
 Monthly progress meetings

**How was the process established? e.g. proprietary system, developed in-house.**

Largely developed in-house, borrowing from a range of sources and adapting many resources.

**Was the process based on an existing business improvement methodology? e.g. Lean Six Sigma, PDSA, etc.**

Largely based around Lean six sigma. We adapted large amounts and ignored sizeable portions. We would recommend against simply applying one methodology without some critical review. This followed a concerted leadership development program.

**Are the service reviews part of an ongoing continuous improvement program? If so, please describe.**

The commencement of a continuous improvement and innovation program has followed on the tail end the service review. While our service review process had a start and finish, we have used it to move into another, different iteration. Our focus was in part about building business capability, so this follows quite logically.

**Service Identification & Prioritisation****How were the council’s services identified for review and categorised? Please provide details of services.**

41 service groupings were nominally identified. Through the process, essentially this resolved to 38. We can provide these service listings, but they are similar to most Councils. As an aside –Council spent 2 years attempting to get this list right. In the end, our advice is – get it to 80% and then use the process to determine whether it is too broadly grouped or over differentiated. In other words, spend the time testing the list in an applied environment rather than trying to refine the accountabilities too tightly.

**How were the services prioritised or ranked for review? What criteria were used?**

No. Initially this was the intention, however it became clear that once all services were to be reviewed (partly because we struggled to prioritise them into contestable and core services), the team felt it was not constructive to do this.

The observation was that all businesses subsequently made improvements in a range of ways – in customer value or efficiency, with some making a much larger financial contribution. While conducting the review across all the business created a greater workload, it actually led a more positive engagement – that is, we were not only focussed on outsourcing or savings, but rather on improvement and solutions across the board.

Early scheduled panels were however weighted towards those who were further progressed in terms of business thinking and skills.

**Stakeholder Engagement****How were internal stakeholders / staff involved in the reviews?**

- Formal presentations from early adopters at managers breakfasts
- Managers training
- Regular items in staff newsletters
- Most managers engaged staff directly in discussion and feedback process.
- Intranet included data and blog space

<p><b>Was there community consultation during the reviews? How was this conducted?</b></p> <p>Not during the review – only on specific actions once adopted by Council. There has been extensive consultation with the residents panel about service priorities (in the sense of – what services are delivered well, and which are important) over a period of time and some of this data was considered through the process.</p>
<p><b>What segments of the community were consulted? e.g. people with a particular interest in a service, existing community and user groups.</b></p> <p>Only users of specific services where significant changes were proposed. This was the focus of much of the discussion with the Councillors before they adopted the recommendations.</p> <p>Interesting question though - we decided not to consult on the process and the recommendations until the end. It raises issues such as -are shareholders consulted individually or in groups on business strategy in the private sector? Does the community have a direct say over how State or Federal resources are allocated? Are the Councillors community representatives? Does a small group of strong supporters of a particular service have the right to determine the resource allocation or delivery model for that service?</p> <p>If the majority of the community does not value a service, then would we stop that service? Given we had a broad sense already of where the community service priorities were (from information collected by the Residents Panel), we did not conduct any further consultation during the process.</p>
<p><b>How were community needs incorporated in the reviews?</b></p> <p>As discussed - not specifically, but this was provided as part of many of the discussions with the services- specifically when reviewing the purpose of the service and how their success was measured - where community feedback was clearly about the business. Improving recognition of customers and our responsiveness to customer feedback was a major part of the discussion.</p> <p>While we didn't consult broadly, we did consult directly with users and the community on the areas where significant changes to the service were anticipated – once we had proofed the ideas through panels and the Councillors.</p> <p>I'm dubious as to the utility of asking the community which services they think Council should and shouldn't provide. In a standard group of community members, there would probably be a large range of different opinions (which will change over time). It is also dependent on a range of variables (age, levels of activity etc.). Most services provided by Council's exist for historical, demand or regulatory reasons – what is debatable is whether Council should still be in these businesses or services, or whether others can deliver this more effectively. A lot of time can be wasted on this debate, while running these services poorly – in terms of resources, process and customer satisfaction. We did cease part of some services, outsourced others and deliver many differently. But community needs (and establishing a consensus view on this would be challenging) did not drive the improvement or change in delivery – the business did.</p>
<p><b>Was the community involved in setting new service levels? If so, please describe.</b></p> <p>Only in the sense that community and user satisfaction levels are measured for the majority of our external services, and as such this became part of the discussion with the business.</p> <p>In many cases, better understanding of service levels within the business resulted – and over time we will be using this to adjust service standards in consultation with customers.</p>
<p><b>Was the elected council involved in the decision to undertake a review? If so, describe how they were engaged (e.g. briefing, report, etc.) and the level of input that they provided.</b></p> <p>Yes – the Council requested a review - initially on selected parts of the business, but accepted the widening of the process. They were formally included in deciding on what initiatives would/would not proceed to implementation.</p>
<p><b>Was the elected council kept informed of the progress of the review? If so, at what stages of the project?</b></p> <p>Yes -inception report and workshop/report at the end of the process. Regular progress reports during implementation of the subsequent projects.</p>
<p><b>Was the elected council required to make any critical decisions regarding the adoption of the review outcomes (e.g. allocation of resources, variation to service delivery, etc)? If so, please describe.</b></p> <p>Yes. They removed some recommendations that were financially viable or had business value, but where the Councillors had concerns from a community and political standpoint.</p> <p>They did discontinue some parts of services and agreed to change delivery modes. They also approved investment in some proposals which had a longer return period.</p>

## Information Gathering & Benchmarking

**What types of information and data were collected for each review? e.g. statutory requirements, current outputs, current levels of service, potential modes of service delivery.**

We considered statutory but excluded it – on the basis that just because legislation requires an activity, does not preclude efficiency improvements or a change in approach. The project team felt that this would create a point of difference between services – and less critical evaluation of *how* the service was delivered. It would also potentially bring out some unproductive and defensive behaviour - where a review wasn't required because it was a statutory requirement. In that situation, some staff spend considerable time defining their roles as "required by the legislation", rather than seeking to improve the way they do it.

We required data on staff, financial performance, customer and stakeholder map, ran each team through a SIPOC for their major services (adding purpose and measures), current KPIs, benchmarking, partners and competitors, alignment to strategy, revenue generation, service delivery models, service SWOT, improvement opportunities, proposed recommendations to changes to business model.

**Were any service areas benchmarked against external organisations or providers? If so, please describe.**

Yes. All 41 services were requested to benchmark externally. Some were coached through the process and did this quite effectively, others relatively poorly. A minimum standard wasn't enforced. It tended to be a very different experience depending on the service – for instance, City Operations undertook extensive benchmarking, comparing unit prices and even engaging private contractors to undertake certain services to make real comparisons of costs. Riverside Theatre did extensive benchmarking with a regional entertainment complex. Others simply compared measures with other local government teams.

This process seemed to work much better where teams had spent significant time defining their purpose and how they would practically measure that – then going externally to suggest those measures to potential partners. Going to others too early creates confusion, too late doesn't provide learning opportunities.

## Levels of Service

**Were service levels reviewed? If so, please describe.**

Yes in part – the service reviews did not go to this level of detail, although some information was provided on the levels of service and customer satisfaction. Often this item was the subject of further work.

Almost all services reviewed their levels of services through the lens of their customers and processes. Without that applied context, this information is often not terribly useful. We know this because we spent approximately two years seeking to achieve a clear definition of services, accountabilities and levels without any real progress.

**Were there changes made to service levels as a result of reviews? If so, please describe.**

Yes. Changes to timing (annual vs rolling replacement of items such as residential parking permits) changes to Council requirements, removal of some services (e.g. one occasional childcare service was shut), increased numbers of people serviced (the community mowing assistance program reduced waiting list and increased numbers) and one service on behalf of an adjoining Council was transferred to them.

## Modes of Service Delivery

**Were alternative models of service delivery explored? See examples below**

Yes. As part of the panel discussions. Deliberations at the Executive level also included this evaluation, as it was anticipated that Council services would not often propose a full range of alternatives themselves. Despite this, a number of panels actually proposed these solutions from within the business.

The best services actually tested themselves against the market – park maintenance and concreting being two good examples.

**Was service sharing with other councils considered? Please provide details**

To a limited extent, not broadly. Some currently exist in a small way, mostly around procurement and the like. It is worth mentioning that at the time, Council was moving from a shared service arrangement (CoL) of computer and business services into an in-house solution.

**Were strategic relationships formed with other government or non-profit bodies? If so, please provide details.**

Yes. A number of relationships came out of the benchmarking process in particular. A broader definition of customers and stakeholders has changed the focus of some business and created opportunities. A number of agencies have also expressed an interest in working together.

**Were joint ventures or partnerships with private enterprise considered? If so, please provide details.**

To a minor extent, and on a service basis.

<p><b>Was consideration given to community-run services or enterprises? <i>If so, please provide details.</i></b></p> <p>Yes.</p>
<p><b>Was consideration given to outsourcing services to external providers? <i>If so, please provide details.</i></b></p> <p>Yes.</p>
<p><b>Were any new business or commercial enterprises to generate additional revenue identified? <i>If so, please provide details.</i></b></p> <p>Yes, to a minor extent.</p>

### Implementation and Outcomes

<p><b>Please describe the level of implementation of review recommendations.</b></p> <p>Not sure what you mean by this question. We set up a “focus model” with the decision making and action responsibilities for various levels of the organisations. We created a project register and plans for all approved initiatives.</p>
<p><b>Please describe the most significant outcomes from the review process. e.g. cost savings, efficiency gains, revenue generation, changes in service levels, introduction of new services, discontinuation of services, new modes of service delivery, etc.</b></p> <p>Our objectives included:</p> <ul style="list-style-type: none"> <li>– Financial sustainability (2.4 M)</li> <li>– understanding our business and what drives cost and value better,</li> <li>– improved customer satisfaction</li> <li>– engaging staff in the improvement process</li> <li>– preparing us for the future</li> </ul>
<p><b>What has been the overall financial benefit from the service reviews (if any)?</b></p> <p>We reached the financial target of \$2.4 m within the designated timeframe. Although I would argue that the real benefits of improved capability are yet to be realised and could be a lot more.</p>
<p><b>What have been the main benefits of undertaking service reviews? e.g. staff culture improvement, efficiency, rationalisation of services and service levels, financial sustainability, etc.</b></p> <ul style="list-style-type: none"> <li>– understanding our business and what drives cost and value better,</li> <li>– improved customer satisfaction</li> <li>– engaging staff in the improvement process</li> <li>– preparing us for the future</li> <li>– some rationalisation of services</li> <li>– elimination of service practices that were duplication or frustrated people.</li> </ul>
<p><b>What were the lessons learnt? Would you do things differently in your next review project?</b></p> <p>Hopefully we will not be doing one for a while.</p> <ul style="list-style-type: none"> <li>– Training and preparation is critical – and it has to be adapted for each workplace.</li> <li>– We would extend the timeframes only slightly, to allow us to implement project changes more easily- but not much, because intensity of effort focussed people and stopped procrastination (or perfectionism)</li> <li>– Towards the end, there is a temptation to focus on the dollars, mostly because they are the most readily measured. And many people see financial results as the primary success factors.</li> <li>– We should have allowed more time for the report compilation</li> <li>– Many projects or ideas will fail somewhere between conception and implementation. This is okay.</li> <li>– In some ways, the best parts of the review are yet to be seen – in terms of building peoples capability for solving problems and capacity for efficiency gains. Many of the star performers have progressed in leaps and bounds the benefits of which can't easily be measured</li> </ul>
<p><b>How would you describe the perceived advantages and disadvantages of the approach you undertook in your review project?</b></p> <p>Advantages</p> <ul style="list-style-type: none"> <li>– Not just about the financial</li> </ul>



- Capability across the board
- Done on limited resources
- Extensive buy in and commitment from leadership
- Whole of Council project

Disadvantages

- Not uniform improvement
- Some changes were still too hard (for a range of reasons)
- Financial issues still drove much of the reporting and solutions

**Are you aware of any other councils that have conducted service reviews? *If so, please list.***

No

**Do you have any other comments or observations regarding your service review project?**

No.

Appendix A



## Parramatta City Council - Services Review

### WHAT DO WE MEAN BY "SERVICES REVIEW"?

Parramatta City Council is an extremely diverse business delivering 41 different services directly or indirectly to the community – from Finance to Theatres, Child Care Services to Waste Management, Meals on Wheels to Parks Maintenance (to name a few). Parramatta City Council's Services Review process was designed to assess all of Council's 41 services equitably and with the same set of criteria. The services review asked:

*"It will allow the team to think out the square, be more innovative in the way that they deliver, as well as challenging why things are done. It sets up a framework to be able to continual improve"*

quote from a member of staff about Parramatta City Council's Services Review, June 2010

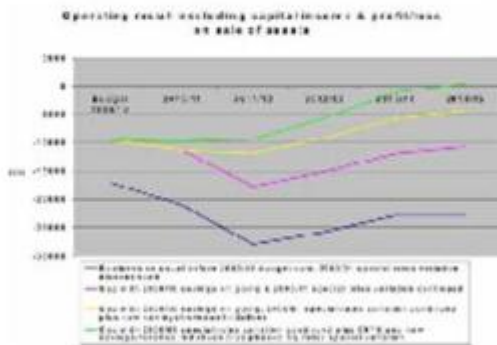
- Is the service broadly valued and does it align with the long term strategic direction of Council?
- Is local government the best entity to provide the service?
- Is the delivery method for the service the only possible delivery method?
- Are there additional or new income producing opportunities?
- Is there unmet demand for the service?
- What are the risks in providing or not providing the service?

The services review helped to determine whether we are providing our customers value for money and looked at ways to reduce costs and improve the value and quality of our services. The review also helped us develop options for how we offer our services. Importantly, the review realised the potential of Council staff to build a culture of service, teamwork and continuous improvement. The Services Review was not a pure cost cutting exercise - it was about improving the quality and value of the services we provide. Nor was the review a one-off exercise - the review marked the start of a continuous improvement journey that will go on forever.



### WHY DID WE START THE SERVICES REVIEW?

Council was facing an unsustainable financial position, highlighting a need for our business to change. One of the contributing factors was that services had grown over many years without critical review. Through the Services Review we also wanted to benchmark our services, improve the value and quality of our services, provide job security, find ways to reduce costs and become sustainable as well as delivering on our Guiding Principles: valuing Innovation, excellence, accountability and customer service.



Not necessarily in order of importance, there were at least 6 reasons why we began this journey:

- Build the capability to deliver on our Community Strategic Plan - Parramatta Twenty25
- Be sustainable in the long term
- Improve performance and provide services that are efficient, effective and continue to meet community needs or 'face death by 1000 cuts' (where a bit more is taken from every service each year)
- Identify new business opportunities to generate revenue, improve quality and productivity
- Become a centre of excellence for local government
- Deliver on our Guiding Principles including Excellence, Innovation, Sustainability and Community Focus

At the core of Parramatta City Council's Services Review was the development of an organisational wide business model to ensure that Council is sustainable in the long term, provides services that meet community needs both now and in the future, and provides services that are efficient, effective and accountable.



Summary for Benchmarking Conference



## Parramatta City Council - Services Review

### WHAT DID WE WANT TO ACHIEVE?

There were a number of objectives we wanted to achieve through the Services Review including:

- Integration and alignment of our services to the Future Pathways Map and Parramatta Twenty25 (our community strategic plan)
- \$2.4 million cost saving
- People at all levels of the business understanding 'their business' and what drives cost and value
- Much greater opportunity for people at all levels of the business to contribute and make a difference
- A culture of improved service, teamwork and continuous improvement.

**"I will use as the starting point to continuously improve my business and to develop my staff"**  
 quote from a member of staff about Parramatta City Council's Services Review, June 2010

### HOW DID WE MANAGE THE PROCESS?

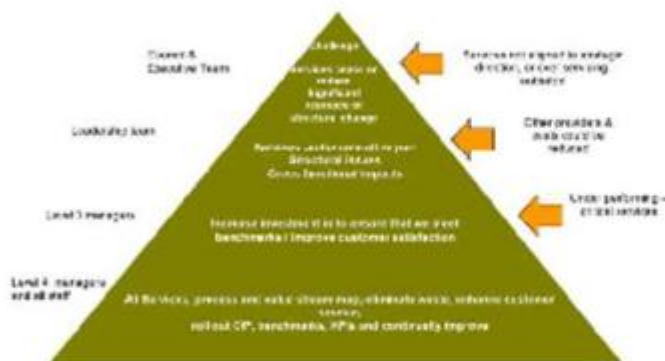
Throughout the organisation, a shared sense of urgency, purpose and vision was created. This included a roadmap called "Future Pathways" that was created to illustrate the need for change. The Services Review was a key action to help bridge the gap between Horizon 1 (business as usual) and Horizon 3 (future state).

Parramatta City Council's Services Review was conducted predominantly in-house and all areas of Council were involved. To manage the project a small project team was established in City Strategy with the Executive team acting as the project control group and reporting to the Council.

In each service area, teams formed (usually but not always led by the service manager) to undertake the review for their area. These teams reported their findings to a panel of senior staff, in 2 phases. The first phase provided an overview of the service including preparation of a SIPOC and customer/stakeholder mapping (using basic LEAN methodology). In the second phase teams presented recommendations for improvements to the service and prepared business cases to support this.



The first phase of the review also identified opportunities for cross functional service improvements, leading to 10 cross-functional workshops co-ordinated by the project team but facilitated by external consultants.



All parts of the organisation have been involved in the Review and will be involved in implementation. The Focus Hierarchy diagram illustrates the role of different levels of the Council. The Council and the Executive Team focused on the critical challenges for Council, whether any services should cease or any significant changes to resources or structure. The Leadership Team focused on service delivery options, such as alternate delivery methods. Service Managers drove the process, engaging staff to find ways to improve their business.

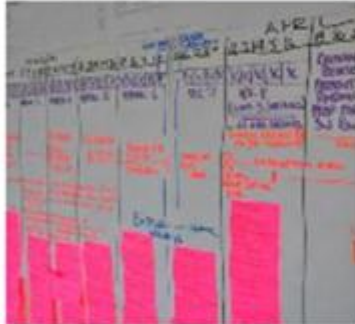
The project required significant training, scheduling and work across the entire organisation. 41 services were scheduled for review, with 6 1/2 days of training and coaching in LEAN methodology conducted for all Managers. Templates were produced and customer satisfaction surveys conducted for all services. Important tasks and milestones were communicated via email and feature articles included in Council's internal magazine. Briefings and working sessions were delivered to Managers and the Service review was the primary focus of 2 CEO road shows (where the CEO talks to all staff about organisational matters).



Summary for Benchmarking Conference



## Parramatta City Council - Services Review



The major part of the services review was conducted over 6 months between January and June 2010. There were 2 rounds of panel meetings for each service 9 weeks apart between (a total of more than 80 meetings). Each panel included a member of the Executive (as chairperson) from a different part of Council to the service being reviewed, plus 3 Unit Managers (this was later reduced to 2), a Service Review team member and administrative support.

Managers presented their data and findings to the panel at a meeting lasting on average 2 hours. In addition, 9 Cross-functional processes were identified as being particular organisational issues and 10x3 hour sessions were held to workshop these, process map and identify improvement actions

The Services Review produced nearly 200 initial recommendations (some of which had commenced already and others became project bids so the final number was around

120 recommendations). The project team reviewed, categorised and prioritised the recommendations based on a matrix of criteria of business benefits and ease of implementation. This was discussed with the Executive and a detailed report of the findings was drafted and presented to all Managers, Councillors and staff for comment and feedback.

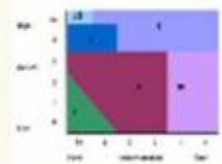
All recommendations were assigned a responsible officer, a business case developed for each and key information was summarised into a spreadsheet in preparation for the next stage - implementation. Progress on services review recommendations is being reported on a quarterly basis.

### Impact as determined by:

- Size of the return to the business
- Time taken to realise the benefit
- Nature of the business improvement
- Improved business metrics
- Efficiency and productivity improvement

### Rate of implementation determined by:

- Return to the business
- Risk to the business
- Time to start
- Costs involved
- Complexity
- Priority to the business



***"That until we actually looked deeply at some of our process and procedures, we didn't realise the impact that our area had on other areas of Council"***  
*quote from a member of staff about Parramatta City Council's Services Review, June 2010*

## WHAT WERE THE RESULTS?

Over 120 new recommendations were generated through the services review process. These included process improvements, outsourcing (all or part of a service), reducing or ceasing some services, new revenue opportunities, better procurement practices, changes to business reporting, organisational structure realignment and reduction of FTEs:

- In our capital works, nominated project managers across the organisation will improve consistency and a standardised project management process (PMP) will help to scope and manage projects.
- A new Property Development Strategy will focus on identifying and removing underperforming developments while increasing income and asset based portfolios.
- In Finance: developing standards for reporting that everyone can understand to ensure consistency with reports throughout the organisation.
- Reducing the fleet through a review of the number of leaseback vehicles used for operational purposes.
- 25-30 positions were identified as ones that could be phased out over time. There are no redundancies planned, however this will be achieved by natural attrition and redeployment.

***"It has helped us to unpack our business, align it to the corporate direction and better understand how to present our work in a way that communicates the value it adds to the organisation and community as a whole"***  
*quote from a member of staff about Parramatta City Council's Services Review, June 2010*

Each service has also:

- Defined their customers, products and services delivered to those customers (including developing SIPOCs and Customer Maps available for all of Council to view on internal website)
- Defined how customers measure the value of services and establish key performance indicators.
- Identified the core 'value streams'
- Measured current performance and benchmarks.
- Reviewed the Service Delivery Model and made recommendations (do more/less, improve, outsource, get out of).

If all the recommendations put forward through the Services Review are successfully implemented there will be significant benefits for Parramatta City Council across the *balanced scorecard*:



Summary for Benchmarking Conference

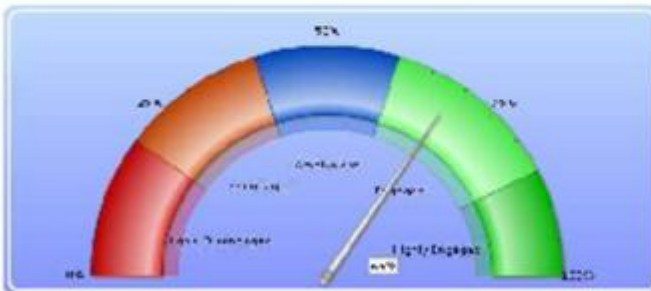


## Parramatta City Council - Services Review

**Finance** – The recommendations will significantly improve the net operating position of the business far in excess of the original objective of \$2.4 million.

**Customers** – There will be significant improvements for internal and external customers through productivity improvements and better processes, freeing up resources for front line service delivery. One example of this is more use of online service and eGovernment strategies to improve service delivering outside standard business hours.

**Business** – There will be a better alignment, improved business processes and performance reporting. One immediate benefit is in people understanding their business and increased confidence in their ability to deliver improvements.



**People** – An engaged workforce is critical to building a high performance culture. A staff engagement survey (July 2010) resulted in an 80% response rate and showed that around 69% of staff were engaged which was vastly different to the results of a similar staff survey conducted 2 years ago. Key messages were that staff are confident about their ability to do their jobs, believe in what they are doing, know how their work contributes to the organisation and are willing to go above and beyond to get the job done.

*"I found the service review process a very positive one. It was conducted openly and with staff input. It was a good opportunity to reflect on the range of services we provide to the community and to understand why they are important."*

quote from a member of staff about Parramatta City Council's Services Review, June 2010

## WHAT DID WE LEARN FROM THE PROCESS?

**Know what you want to achieve** - Set out what you want from the process at the start, have clear objectives (and not just financial objectives) but be prepared to be adaptable with the process (not everything goes to plan!)

**The importance of leadership, communication and a culture of open discussion** – The leadership and support of senior management is essential. At Parramatta, there was a fair amount of groundwork before the services review. All 41 services of Council undertook the review at the same time. Those who actively involved their staff generally got more out of it. Templates were developed but everyone presented different information. There was minimum requirements (eg all services to develop SIPOCs and undertake benchmarking) and an expectation for further achievement over time.

**Provide adequate training and support** - It was essential to have a team to "run" the process and it was helpful to have "go to people" (coaches) in each area. We used a basic LEAN methodology that we adapted along the way. There was also a range of techniques that managers used to engage staff and customers (and learning from these was shared). Having managers from outside your business "critique" the service was also useful in terms new ideas/fresh approach as well as knowledge sharing across the organisation.

**Have a deadline** - but don't run more than 3 meetings a week. The meeting cycle was just the start of the process. Implementation needs time, ongoing support (including coaching) and systems to monitor how you are going. Allocate someone to be responsible for each recommendation and set up an agreed system to report progress on a regular basis.

*"Hopefully the team will now think more about what we do and who we are serving. Help provide better service to both internal and external customers"*

*"How much I actually know about my business and that thinking outside the box is fun once you get started"*

quotes from members of staff about Parramatta City Council's Services Review, June 2010

## CONTACT

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Summary for Benchmarking Conference

## Attachment 7 – Survey Results – City of Playford (SA)

**Council Name:** City of Playford  
**Date:** 24/2/12

### Service Review Background

**What were the primary drivers behind the decision to undertake a review of services? e.g. financial sustainability, continuous improvement, asset planning, business excellence, etc.**

Financial Sustainability

Service Sustainability

Help in determining the of role of Council

**Please briefly describe the terms of reference or scope of the service review. e.g. council-wide, selected services, selected processes, etc.**

It was a Council-wide review of all services offered to residents and ratepayers, internally and externally.

**When was your most recent review project undertaken, and how long did the project take?**

The last review was completed in July 2008 and took approximately 2 years. However the implementation of the recommendations of the review continued until June 2011.

### Management & Resourcing

**How were the reviews managed and resourced ? e.g. internal steering group, review coordinator, staff teams, consultants, external facilitator.**

Two project officers were employed and resourced by the Council.

**If you used internal resources for your review, how were review teams structured? What was their membership profile?**

The team had a senior finance officer and a human resources officer.

### Service Review Process

**Was a defined process used for conducting the reviews? Please provide an outline of the process.**

Each service profile area completed five service review sessions to collect data in relation to all services their area provides to their customers.

Session 1 Collate a detailed list of all major and minor services

Session 2 Summarise the detailed list from session 1 to capture key services delivered and identify any new desired services

Session 3 Analyse the cost of delivering each key service including depreciation, interest expense and direct management costs.

Session 4 Complete an on-line questionnaire for each key service which provided information to assist with the review process.

Session 5 Prioritise each key service (including the new ones) into one of five categories of perceived importance to the customer.

The following categories were used by staff to rank their services.

Priority 1	Essential
Priority 2	Important
Priority 3	Needed
Priority 4	Desirable
Priority 5	Optional

During this process each team manager was encouraged to discuss the process and ask for feedback and information from team members for inclusion in the service review of their area. In particular, involvement of team members was sought in identifying detailed services currently delivered and identifying new desired services.

The Service Review Report at APPENDIX A outlines the process that was followed and the outcomes of the review.

**How was the process established? e.g. proprietary system, developed in-house.**

The process was developed in-house with a pilot service review to determine its effectiveness. After changes were made to the process after the pilot service review, the full review began.

**Was the process based on an existing business improvement methodology? e.g. Lean Six Sigma, PDSA, etc.**

No

The focus was not on the effectiveness of the service, instead it was on the role of council in providing the service.

**Are the service reviews part of an ongoing continuous improvement program? If so, please describe.**

No

We have progressed from a review of service provision mix to an Efficiency & Effectiveness review of the services provided

**Service Identification & Prioritisation**

**How were the council's services identified for review and categorised? Please provide details of services.**

The objectives of stage 1 of the service review were to:

- Identify all current services in each area
- Document basic information on each service
- Identify potential services to increase or decrease
- Identify potential new services
- Produce a report on the outcomes of stage 1 of the service review

**How were the services prioritised or ranked for review? What criteria were used?**

The following categories were used by staff to rank their services.

Priority 1	Essential
Priority 2	Important
Priority 3	Needed
Priority 4	Desirable
Priority 5	Optional

**Stakeholder Engagement**

**How were internal stakeholders / staff involved in the reviews?**

The service review was facilitated via discussions at several key communication forums across the organisation including; Service Sustainability Group, Executive Group, Service Review Group, Workplace Relations Consultative Committee (WRCC), Management Group Forum (MCF), Team Managers Forum (TMF) and individual team meetings.

Throughout the process managers were encouraged to keep staff updated on the progress of the service review.

Internal stakeholders were encouraged to contribute to the process through two-way communication and dissemination of information facilitated via the intranet, road shows, staff information sessions and team meetings.

**Was there community consultation during the reviews? How was this conducted?**

The Community were consulted towards the end of the process once Council had considered which services it wanted to consult with the community about no longer supporting.

**What segments of the community were consulted? e.g. people with a particular interest in a service, existing community and user groups.**

The whole of the community was consulted via newspaper advertisements.

**How were community needs incorporated in the reviews?**

The feedback from the community consultations were included as part of the reports to Council to consider whether to continue funding of the relevant service.

**Was the community involved in setting new service levels? If so, please describe.**

No

Service levels have not been set.

**Was the elected council involved in the decision to undertake a review? If so, describe how they were engaged (e.g. briefing, report, etc) and the level of input that they provided.**

Yes. The Council endorsed the service review via a motion in its Council meetings. A report was provided by staff as to the implications of the review including the financial implications.

**Was the elected council kept informed of the progress of the review? If so, at what stages of the project?**

Yes, throughout the finalisation of key stages of the review.

**Was the elected council required to make any critical decisions regarding the adoption of the review outcomes (e.g. allocation of resources, variation to service delivery, etc.)? If so, please describe.**

Yes. At the end of the process the Elected Member Body were required to consider the findings and vote as to whether to continue the services.

### Information Gathering & Benchmarking

**What types of information and data were collected for each review? e.g. statutory requirements, current outputs, current levels of service, potential modes of service delivery.**

- Net Costings of the service
- Impact of no longer continuing with the service
- Resources used for the service
- People in the community impacted by the service
- Outcomes of the service
- Service requirements

**Were any service areas benchmarked against external organisations or providers? If so, please describe.**

No

### Levels of Service

**Were service levels reviewed? If so, please describe.**

Yes

The Council considered that some services should no longer continue.

**Were there changes made to service levels as a result of reviews? If so, please describe.**

Some changes were made. The Council chose to adopt about half of the recommended discontinued services and elected to enhance the funding to others

### Modes of Service Delivery

**Were alternative models of service delivery explored? See examples below**

Yes.

The Council's childcare service was to be discontinued as at 30 June 2012. However, an external organisation has chosen to continue the service. The Council has attempted where possible to assist the organisation in this transfer of service.

**Was service sharing with other councils considered? Please provide details**

No

**Were strategic relationships formed with other government or non-profit bodies? If so, please provide details.**

No

**Were joint ventures or partnerships with private enterprise considered? If so, please provide details.**

Yes, the private enterprise model assisted in the continuation of the childcare service to the local community.

**Was consideration given to community-run services or enterprises? If so, please provide details.**

Yes. The local cafeteria in the Civic Centre continued under a social enterprise model.

**Was consideration given to outsourcing services to external providers? If so, please provide details.**

Yes, but did not occur.



**Were any new business or commercial enterprises to generate additional revenue identified? *If so, please provide details.***

No

**Implementation and Outcomes**

**Please describe the level of implementation of review recommendations.**

Some recommendations were not implemented. About half of the recommendations were implemented with variations to the recommendations by the Elected Member Body.

**Please describe the most significant outcomes from the review process. e.g. cost savings, efficiency gains, revenue generation, changes in service levels, introduction of new services, discontinuation of services, new modes of service delivery, etc.**

Cost savings were made to the Council. There were changes in service levels. There were no new services introduced as a result of the service review, however savings made were used to implement new services as part of the annual Council Plan.

**What has been the overall financial benefit from the service reviews (if any)?**

The basis of the exercise was not to reduce costs but to agree the service mix.

**What have been the main benefits of undertaking service reviews? e.g. staff culture improvement, efficiency, rationalisation of services and service levels, financial sustainability, etc.**

Efficiencies were brought into the Council. Also, an efficiency mindset was established within the culture of the Council.

**What were the lessons learnt? Would you do things differently in your next review project?**

The service review process took too long. Some staff jobs were involved in the recommendations which created some tension among staff. This could have been avoided if a quicker process was used.

The process was very expensive. Perhaps a more efficient process could have been used.

A defined role of Council should have been agreed first with the elected body.

**How would you describe the perceived advantages and disadvantages of the approach you undertook in your review project?**

The service review was a long process that seemed to drag on. Elected Members become concerned about the length of the process and the cost of the process. This did not help the cause of trying to assess services and the Council's role in delivering them.

The service review started to create a new culture within the Council of providing value for money and caused managers to assess their own services and the need for them. This had a positive impact for ratepayers who were ultimately paying for the service and the Council's services as a whole.

**Are you aware of any other councils that have conducted service reviews? *If so, please list.***

No.

**Do you have any other comments or observations regarding your service review project?**

No.

Appendix A



# City of Playford - Service Review (Stage 1)

## Report to the Service Review Group Abridged Copy for Staff Intranet Use

Prepared for:	The Service Review Group <b>Members:</b> Greg Pattinson Rachael Siddall Jodi Wright Matthew Pears Peter Chapple Peter Oye Chris Horsell
Prepared by:	The Service Review Project Officers June Austin Wade Reynolds
Date of issue:	July 2008

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This abridged version of the service review report has been written specifically for staff use via Council's intranet. It contains the same information as the full version of the report except for the detail information pages which have been omitted to keep the size of the report down. If you would like to view the full version of the report at any time a copy is available from either your group manager or at the service review officers desk.

## Executive Summary

The City of Playford was formed in 1997 with the amalgamation of the former Elizabeth and Munno Para Councils. Since then there have been several attempts to undertake a review of services delivered to the community which have resulted in little or no change.

At amalgamation, the City was running annual deficits of around \$10m and has steadily reduced the size of these deficits every year since. That said, the City still has an operating deficit and is budgeting for one again in the coming financial year.

Most of the progress made to date since amalgamation has been as a result of the following main policies within the long-term financial plan:

- CPI + 1% revenue increases each year
- CPI – 1% expense increases each year
- Additional revenue from new developments saved towards the bottom line

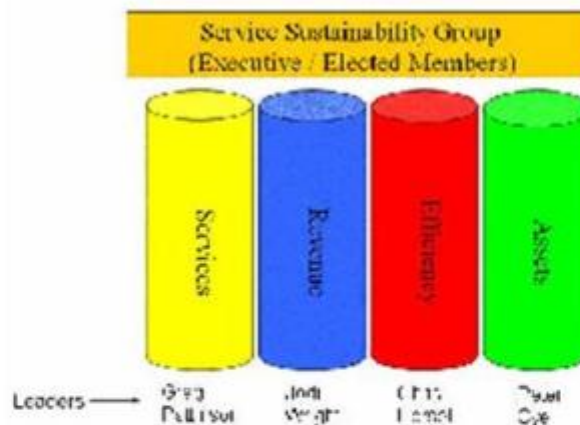
The Local Government Industry has been grappling with the issue of financial sustainability for a few years. An independent enquiry in 2005 into the sustainability of Local Governments in South Australia has resulted, among other things, in the requirement to develop and maintain long-term financial plans.

The City of Playford has been using a long-term financial plan since amalgamation in 1997 and this is the reason behind the financial progress made to date.

In recent times however it has become harder and harder to make the financial progress necessary to become sustainable and cost pressures on the Council has meant that expense increases could no longer be restricted to CPI – 1% and additional revenue from new developments could no longer be quarantined.

This has resulted in a stalling of our financial progress and the need to re-assess our financial position and the ways we can improve it moving forward.

In addition, the anticipated growth and development within the Playford Council region over the next 5 – 15 years supports the need to ensure we can meet our expanding community's needs in a sustainable way.



In answer to this challenge, the City of Playford has developed a framework around Service Sustainability under which four main processes are taking place.

The service review is one of four processes comprising the overall concept of service sustainability and is viewed as an opportunity to examine and review current services and explore new options. Other processes will also take place to examine productivity, assets and revenue.

**The overall aim of the service review is to both ensure we are providing the right mix of services that support the community and strategic direction of the City of Playford, and that we are living within our means as a Council.**

## Introduction

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This report focuses on detailing the services that the City of Playford currently delivers to the Community as well as identifying a number of proposed new desired services.

The service review has been facilitated via discussions at several key communication forums across the organisation including; Service Sustainability Group, Executive Group, Service Review Group, Workplace Relations Consultative Committee (WRCC), Management Group Forum (MCF), Team Managers Forum (TMF) and individual team meetings.

Throughout the process managers have been encouraged to keep staff updated on the progress of the service review.

Internal stakeholders were encouraged to contribute to the process through two-way communication and dissemination of information facilitated via the intranet, road shows, staff information sessions and team meetings.

Initially a pilot service review was conducted with three service profile areas. The pilot project was used to evaluate processes, develop templates and fine tune the process prior to it being implemented across the rest of the organisation.

This report represents the culmination of some seven months work to gather detailed information on the current service mix provided by the City of Playford. It also identifies a number of new desired services and together these represent stage 1 of the service review process.

The next stage of the service review, which will run in conjunction with the other three pillars of service sustainability (revenue, assets & efficiencies), will focus on the review by Elected Members of services identified during stage 1.

## Objectives

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The objectives of stage 1 of the service review were to:

- Identify all current services in each area
- Document basic information on each service
- Identify potential services to increase or decrease
- Identify potential new services
- Produce a report on the outcomes of stage 1 of the service review

## Method

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Each service profile area completed five service review sessions to collect data in relation to all services their area provides to their customers.

- Session 1 Collate a detailed list of all major and minor services
- Session 2 Summarise the detailed list from session 1 to capture key services delivered and identify any new desired services
- Session 3 Analyse the cost of delivering each key service including depreciation, interest expense and direct management costs.
- Session 4 Complete an on-line questionnaire for each key service which provided information to assist with the review process.
- Session 5 Prioritise each key service (including the new ones) into one of five categories of perceived importance to the customer.

The following categories were used by staff to rank their services.

Priority 1	Essential
Priority 2	Important
Priority 3	Needed
Priority 4	Desirable
Priority 5	Optional

During this process each team manager was encouraged to discuss the process and ask for feedback and information from team members for inclusion in the service review of their area. In particular, involvement of team members was sought in identifying detailed services currently delivered and identifying new desired services.

## Cost & Level of Services

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Each service outlined in this report has been attributed a cost representing the annual cost in net terms of providing that service. The manager of the area responsible for the delivery of each service has also articulated the level of service currently being provided. This does not conclude as to whether the current level of service is 'correct', rather it simply states the level of service currently being provided for the current cost. For external services the 'correct' level of service will ultimately be determined by Elected Members and the Community, for internal support services, the 'correct' level of service will rely heavily on the amount and level of external services being delivered.

The current accounting structure makes it very difficult to precisely identify the cost of a service and a number of calculations and estimations have had to be made along the way. The costs for each service in this report therefore should not be taken as being precise, however they are the most accurate estimates that can be obtained at this time and can be considered a very good representation of the cost of service provision.

Ideally the cost of each external service would include all of the internal support functions that it uses such as accounts payable, payroll, IT, accounting and even building maintenance. For transparency and simplicity however all internal services have been identified and costed in their own right and are not incorporated into the cost of external services. They will be subject to the same scrutiny as external services.

To summarise, the cost of each service in this report includes (based on budget):

- All direct costs such as labour, contracts and materials
- Depreciation of identifiable assets used
- Share of interest costs (based on proportion of value of assets used)

The cost of each service does not include:

- The cost of any support (internal) services used
- Maintenance costs of buildings used

## Summary of Findings

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Stage 1 of the service review process has identified a total of 230 services currently delivered by the City of Playford (165 external services and 65 internal services). Further to this another 97 new or enhanced services have also been identified and costed by staff. The range of services provided by the City of Playford is vast from \$220 per annum on grave digging right through to over \$4.9 million per annum on the provision of roads and everything in between.

This represents the first time that the City of Playford has a complete and comprehensive stock of all services that it currently provides (both internal and external). Aside from the service review process itself, the data collected as part of stage 1 of the service review process will also be useful in many different ways including customer service directories, accounting and management reporting systems development, workforce planning, resource allocation, performance measurement, benchmarking and public relations.

## Next Steps

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From this report the task for the service review is to undertake a process of assessment & review to determine the service mix that the City of Playford should be providing to the Community.

The underlying premise for undertaking the service review is without question the need to improve the financial sustainability of Council and the need to correct this through various potential mechanisms such as service reductions, revenue increases, productivity gains and asset planning.

The long-term financial plan (currently in development) will quantify the total amount that Council needs to address to reach financial sustainability but it will not provide the solution. It is recommended that such a financial target not be imposed on the service review process up front. For the service review process to be thorough and achieve its strategic objectives all identified services should undergo the process of assessment & review before any financial targets are applied. This will ensure that we are strategically assessing the service mix that we should be delivering to our Community.

Further more any such assessment should consider whether Council should be:

- a) delivering the service or not, and;
- b) if so, whether that service provides a public or private benefit (or both) to help determine how that service should be funded i.e. by rates, grants, user charges or some combination of these.

When reviewing Council's service mix, consideration will be given, amongst other things, to Council's role in both funding and delivery, whether it is within Council's core responsibility and expertise and what is the most effective use of available funds. Council needs to ensure that its capacity to provide core services to the community is not eroded through ongoing pressure to allocate its limited resources to pick up the service gaps sometimes left by the state and federal governments.

Only once we have a final list of services that as a Council we think we should be delivering to the Community, and how they should be funded, will we be able to quantify the actual amount required by service reductions, revenue increases or productivity savings (the gap between where we are and where we need to be).

This review process will require the active engagement of both Elected Members and the Community. Once a draft list of agreed services is developed, community consultation will be undertaken to help determine the correct service mix and revenue levels moving forward.

The flowchart below outlines the review process that will be undertaken by Council and involves the following key discussion points:

- Should Council be involved in the provision of the service?
- To what extent should Council be involved?
- To what level should the service be provided?
- Capacity to pay?



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## List of Current Services – In Alphabetical Order

A total of 230 services are currently provided by the City of Playford at a total cost of \$46,136,681.

Service #	Service Name	Annual Net Cost	Legislative Requirement	Team	Contact	Goal
C1	Accounting for Regional Subsidiaries	\$0	×	Financial Services	Jodi W	Org
C2	Accounts Payable	\$175,314	×	Risk Management & Procurement	Jodi W	Org
C3	Accounts Receivable	\$20,396	×	Financial Services	Jodi W	Org
C4	Administration of Recruitment & Selection	\$110,680	×	People Services	Chris H	Org
C5	Adult Learning, Literacy and Numeracy Programs	\$26,664	×	Lifelong Learning	Ken D	Comm
C6	Advocacy on behalf of Community Groups & Agencies	\$34,087	×	Community Development	Brian W	Comm
C7	After Hours Response – Arboriculture	\$15,193	×	Support Services & Arboriculture	Peter C	Comm
C8	After Hours Response – Civil	\$41,020	×	Construction Services	Mark T	Comm
C9	After Hours Response – Community Inspectors	\$43,082	×	Community Inspectors	Peter O	Comm
C10	After Hours Response – Open Space	\$7,782	×	Open Space Maintenance Services	Peter C	Comm
C11	After Hours Response Coordination	\$12,775	×	Customer Service	Peter O	Comm
C12	Andrews Road Transfer Station	\$145,922	×	Environmental Health & Sustainability	Greg P	Env
C13	Animal Management	\$234,205	✓	Community Inspectors	Peter O	Comm
C14	Aquadome	\$1,258,164	×	Managed Recreation Facilities	Peter O	Comm
C15	Assessment of Development Applications	(\$89,699)	✓	Planning & Building	Greg P	Env
C16	Asset Accounting & Systems Administration	\$28,030	×	Financial Services	Jodi W	Org
C17	Asset Management	\$34,500	✓	Asset Strategy	Peter O	Org
C18	Audience Development	\$22,141	×	Event Services	Ken D	Comm
C19	Booking & Leasing of Ovals & Clubrooms	(\$3,762)	×	Sportspield Services	Peter C	Comm
C20	Budget & Management Accounting	\$250,711	✓	Financial Services	Jodi W	Org
C21	Building & Construction Project Management & Strategic Planning	\$143,399	×	Asset Strategy	Peter O	Org
C22	Bus Shelters	\$56,244	×	Maintenance Services	Mark T	Comm
C23	Capacity Building & Promotion Within Peachey	\$12,045	×	Community Development	Brian W	Comm
C24	Career Awareness & Promotion	\$1,719	×	Child Care	Ken D	Comm
C25	Cash Reconciliation & Collection	\$36,826	×	Customer Service	Peter O	Org
C26	Catering Services for Functions & Events	\$4,258	×	Event Services	Ken D	Comm
C27	Centralised Contracts & Tendering	\$121,658	×	Risk Management & Procurement	Jodi W	Org
C28	Centralised Purchase of Stationery	\$7,340	×	Risk Management & Procurement	Jodi W	Org
C29	Children's Centre	\$60,338	×	Child Care	Ken D	Comm
C30	Children's Library Services	\$77,019	×	Library Services	Ken D	Comm
C31	City of Playford Disability Discrimination Act Officer	\$36,721	×	Community Services	Brian W	Org
C32	City Wide Bin Service	\$97,691	×	Support Services & Arboriculture	Peter C	Env
C33	City Wide Tree Removal & Maintenance	\$760,713	×	Support Services & Arboriculture	Peter C	Env
C34	Civic Centre Café	\$4,728	×	Event Services	Ken D	Comm

Service #	Service Name	Annual Net Cost	Legislative Requirement	Team	Contact	Goal
C35	Civil Assets Database – System Administration	\$151,047	✗	Civil Design & Technical Services	Mark T	Eco
C36	Civil Capital Works Project Management	\$14,026	✗	Civil Design & Technical Services	Mark T	Eco
C37	Civil Internally Resourced Capital Works	\$1,282,776	✗	Construction Services	Mark T	Eco
C38	Collect of Development Fees on Behalf of Government Bodies	\$43,942	✓	Planning & Building	Greg P	Env
C39	Collection of NRM Levy on behalf of Natural Resources Management Board	\$0	✓	Financial Services	Jodi W	Env
C40	Community Buildings	\$297,231	✗	Building Maintenance & Property Services	Peter O	Comm
C41	Community Complaints & Environmental Advice	\$12,966	✗	Environmental Health & Sustainability	Greg P	Env
C42	Community Day Programs	\$22,564	✗	Community Services	Brian W	Comm
C43	Community Grant Management	\$97,567	✗	Community Development	Brian W	Comm
C44	Community Information	\$307,146	✗	Community Engagement	Rachael S	Comm
C45	Community Land & Property Management	\$41,933	✓	Asset Strategy	Peter O	Comm
C46	Community Links to Support Services	\$1,877	✗	Community Development	Brian W	Comm
C47	Community Use of Civic Centre	\$133,452	✗	Event Services	Ken D	Comm
C48	Contribution to SAHT	\$150,000	✗	Asset Strategy	Peter O	Comm
C49	Co-ordinate Communication Activities with Volunteers	\$41,133	✗	Community Development	Brian W	Comm
C50	Coordination of Fencing Replacement Enquiries	\$1,361	✗	Financial Services	Jodi W	Comm
C51	Corporate Buildings	\$1,559,417	✗	Building Maintenance & Property Services	Peter O	Org
C52	Corporate Real Estate Management	\$62,427	✗	Asset Strategy	Peter O	Org
C53	Corporate Uniforms	\$30,000	✗	People Services	Chris H	Org
C54	Council's Voters Roll	\$12,415	✓	Financial Services	Jodi W	Comm
C55	Crime Prevention Strategies	\$37,730	✗	Community Development	Brian W	Comm
C56	Customer Service Centre including Call Centre	\$678,141	✗	Customer Service	Peter O	Org
C57	Decision Making, Reporting to Council & Advocacy	\$614,370	✗	Organisational Management	Exec	Org
C58	Development Advice	\$24,117	✗	Planning Policy	Greg P	Env
C59	Development Assessments - Parks	\$92,936	✓	Landscape & Biodiversity	Peter C	Env
C60	Early Childhood Development	\$63,667	✗	Lifelong Learning	Ken D	Comm
C61	Economic Strategy & Planning	\$74,044	✗	Industry Development & Employment Generation	Greg P	Eco
C62	Elected & Independent Member Support	\$666,466	✓	Community Engagement	Rachael S	Org
C63	Elected Member IT Support	\$23,874	✗	Information Services	Chris H	Org
C64	Emergency Management Plan & Development	\$27,354	✓	Risk Management & Procurement	Jodi W	Org
C65	Emergency Services Levy	\$15,000	✓	Building Maintenance & Property Services	Peter O	Org
C66	Employee Assistance Program	\$23,136	✗	People Services	Chris H	Org
C67	Employment and Transition to Work Programs	\$30,188	✗	Lifelong Learning	Ken D	Eco
C68	Enforcement & Follow Up of Development Applications	\$57,336	✓	Planning & Building	Greg P	Env
C69	Environmental Strategy & Advice	\$83,931	✗	Environmental Health & Sustainability	Greg P	Env
C70	Event Management	\$41,989	✗	Community Engagement	Rachael S	Comm
C71	Exit Interviews	\$11,022	✗	People Services	Chris H	Org

Service #	Service Name	Annual Net Cost	Legislative Requirement	Team	Contact	Goal
C72	Feature Parks & Feature Garden Beds Maintenance & Design	\$342,857	x	Horticultural Services	Peter C	Env
C73	Fencing Repairs	\$11,223	✓	Building Maintenance & Property Services	Peter O	Comm
C74	Financial Accounting, Taxation & Compliance	\$334,261	✓	Financial Services	Jodi W	Org
C75	Fire Prevention	\$16,512	✓	Community Inspectors	Peter O	Env
C76	Food Safety	\$23,310	✓	Environmental Health & Sustainability	Greg P	Env
C77	Footpaths	\$2,218,731	x	Maintenance Services	Mark T	Eco
C78	Freedom of Information Requests	\$32,636	✓	Information Services	Chris H	Org
C79	Functions & Events	\$1,923	x	Event Services	Ken D	Comm
C80	Future Planning	\$15,032	x	Social Planner	Brian W	Comm
C81	General Machine Shop and Fabrication Work	\$37,284	x	Fleet Services	Peter O	Org
C82	Governance & Decision Making Process Support	\$113,281	✓	Community Engagement	Rachael S	Org
C83	Graffiti Removal & Advice	\$68,503	x	Community Development	Brian W	Comm
C84	Graffiti Removal on Bus Shelters, Fences & Signage	\$67,192	x	Maintenance Services	Mark T	Comm
C85	Grave Digging	\$220	x	Maintenance Services	Mark T	Comm
C86	Grenville Community Connection Hub	\$145,857	x	Community Services	Brian W	Comm
C87	Hard Waste & Litter Management – Illegal Dumping	\$451,530	x	Open Space Maintenance Services	Peter C	Env
C88	Hard Waste Collection (6 months only)	\$170,166	x	Environmental Health & Sustainability	Greg P	Env
C89	Health & Wellbeing of Young People	\$32,917	x	Lifelong Learning	Ken D	Comm
C90	Helpdesk Support	\$224,298	x	Information Services	Chris H	Org
C91	Hiring of Cat Cages	\$1,500	x	Customer Service	Peter O	Comm
C92	History Services	\$77,595	x	Library Services	Ken D	Comm
C93	Home Assist Program	\$191,175	x	Community Services	Brian W	Comm
C94	Home Library Service	\$62,413	x	Library Services	Ken D	Comm
C95	Horticultural Maintenance on Entry Statements, Roundabouts & Medium Strips	\$169,063	x	Horticultural Services	Peter C	Env
C96	Horticultural Verge Upgrades & Maintenance	\$94,499	x	Horticultural Services	Peter C	Comm
C97	Immunisation Clinics	\$40,995	x	Community Development	Brian W	Comm
C98	Indigenous Programs	\$83,139	x	Lifelong Learning	Ken D	Comm
C99	Industrial Relations Advice & Administration	\$163,136	x	People Services	Chris H	Org
C100	Industry & Business Liaison	\$199,605	x	Industry Development & Employment Generation	Greg P	Eco
C101	Information Technology Strategic Planning	\$106,945	x	Information Services	Chris H	Org
C102	Installation of Kerb Crossings for Driveway Access	\$15,918	x	Maintenance Services	Mark T	Eco
C103	Insurance Premiums & Claims	\$683,216	✓	Risk Management & Procurement	Jodi W	Org
C104	Internal Courier Service	\$29,594	x	Risk Management & Procurement	Jodi W	Org
C105	Internet Provision for Staff	\$37,000	x	Information Services	Chris H	Org
C106	Interpretation of Legislation for Public Advice	\$42,734	x	Planning & Building	Greg P	Env
C107	IT Network & Hardware	\$821,912	x	Information Services	Chris H	Org
C108	John McVety Centre	\$108,964	x	Managed Recreation Facilities	Peter O	Comm
C109	Kerbing & Watertable and Pram Ramps	\$1,138,534	x	Maintenance Services	Mark T	Eco
C110	Kitchen Facilities & Provisions in Council Buildings	\$21,958	x	People Services	Chris H	Org
C111	Land Division Assessment - Civil	\$94,165	x	Civil Design & Technical Services	Mark T	Eco

Service #	Service Name	Annual Net Cost	Legislative Requirement	Team	Contact	Goal
C112	Land Use Planning & Development Plan Amendments	\$70,471	x	Planning Policy	Greg P	Env
C113	Landscape Design	\$66,742	x	Landscape & Biodiversity	Peter C	Env
C114	Leases & Licences	\$24,000	x	Risk Management & Procurement	Jodi W	Comm
C115	Liaise with Government Agencies	\$49,210	x	Planning & Building	Greg P	Env
C116	Liaise with the One Tree Hill Cemetery	\$814	x	Customer Service	Peter O	Comm
C117	Library Collections	\$748,721	x	Library Services	Ken D	Comm
C118	Library Customer Service	\$248,784	x	Library Services	Ken D	Comm
C119	Library Information Services	\$213,004	x	Library Services	Ken D	Comm
C120	Library Systems	\$144,741	x	Library Services	Ken D	Comm
C121	Life Long Learning Model Development	\$28,552	x	Lifelong Learning	Ken D	Eco
C122	Light Commercial & Passenger Vehicles	\$116,291	x	Fleet Services	Peter O	Org
C123	Line Marking & Traffic Control	\$196,805	x	Maintenance Services	Mark T	Eco
C124	Litter Control	\$5,678	x	Community Inspectors	Peter O	Env
C125	Long-term Planning for Industrial & Commercial Land	\$72,375	x	Industry Development & Employment Generation	Greg P	Eco
C126	Maintenance of Fire Tracks	\$26,937	✓	Construction Services	Mark T	Env
C127	Maintenance of Irrigated Reserves	\$560,769	x	Open Space Maintenance Services	Peter C	Env
C128	Maintenance of New Estate Entry Statements	\$8,041	x	Maintenance Services	Mark T	Eco
C129	Maintenance of Unirrigated Reserves & Wind Breaks	\$224,269	x	Open Space Maintenance Services	Peter C	Env
C130	Maintenance of Walkway Infrastructure	\$18,304	x	Maintenance Services	Mark T	Comm
C131	Management of Communication Towers	(\$19,552)	x	Asset Strategy	Peter O	Org
C132	Mayor's Community Leadership Program	\$23,392	x	Customer Service	Peter O	Comm
C133	Meetings & Seminars – Hire of Civic Centre	(\$5,080)	x	Event Services	Ken D	Comm
C134	Miscellaneous Landscaping & Garden Bed Maintenance	\$399,679	x	Horticultural Services	Peter C	Env
C135	Mobile Library Service	\$95,518	x	Library Services	Ken D	Comm
C136	Mobile Phones	\$11,455	x	Risk Management & Procurement	Jodi W	Org
C137	Name and Address Register Management	\$15,449	x	Financial Services	Jodi W	Org
C138	NAWMA Kerbside Waste Collection	\$3,797,797	x	Environmental Health & Sustainability	Greg P	Env
C139	New Residents Welcome Packs	\$3,087	x	Financial Services	Jodi W	Comm
C140	North Lakes Golf Course	\$44,100	x	Managed Recreation Facilities	Peter O	Comm
C141	Northern Sound System – Music Events	\$183,836	x	Community Development	Brian W	Comm
C142	Northern Sound System – Rehearsals & Recording Studios	\$57,640	x	Community Development	Brian W	Comm
C143	Northern Sound System – Training Programs	\$74,932	x	Community Development	Brian W	Comm
C144	OHS&W	(\$157,338)	✓	People Services	Chris H	Org
C145	Open Space Volunteer Coordination	\$1,341	x	Open Space Maintenance Services	Peter C	Env
C146	Open Water Course Drainage Network	\$287,012	x	Maintenance Services	Mark T	Env
C147	Operation of Store	\$96,360	x	Risk Management & Procurement	Jodi W	Org
C148	Organisational Phone System	\$272,030	x	Customer Service	Peter O	Org
C149	Other Buildings & Structures	\$38,834	x	Building Maintenance & Property Services	Peter O	Comm
C150	Parking Control	(\$72,177)	✓	Community Inspectors	Peter O	Comm

Service #	Service Name	Annual Net Cost	Legislative Requirement	Team	Contact	Goal
C151	Payroll	\$145,591	✓	People Services	Chris H	Org
C152	Performance Management & Reporting	\$95,836	✗	Community Engagement	Rachael S	Org
C153	Pest Control (including European Wasps)	\$100,021	✓	Support Services & Arboriculture	Peter C	Env
C154	Petty Cash & Purchasing Cards	\$32,124	✗	Risk Management & Procurement	Jodi W	Org
C155	Photocopying & Printing (excl. Library)	\$198,949	✗	Information Services	Chris H	Org
C156	Piped Drainage Network	\$1,293,520	✗	Maintenance Services	Mark T	Env
C157	Planning & Building Inspections	\$55,350	✓	Planning & Building	Greg P	Env
C158	Plant & Equipment	\$234,088	✗	Fleet Services	Peter O	Org
C159	Playford Food Cooperatives	\$134,592	✗	Community Services	Brian W	Comm
C160	Playford North Services for Older People	\$4,016	✗	Community Services	Brian W	Comm
C161	Playgrounds	\$244,830	✗	Support Services & Arboriculture	Peter C	Comm
C162	Pre-lodgement General Advice	\$205,852	✗	Planning & Building	Greg P	Env
C163	Private Works	\$0	✗	Construction Services	Mark T	Org
C164	Procurement	\$130,947	✗	Risk Management & Procurement	Jodi W	Org
C165	Project Management of IT Implementations	\$43,960	✗	Information Services	Chris H	Org
C166	Public & Media Relations	\$146,872	✗	Community Engagement	Rachael S	Org
C167	Public Conveniences	\$159,342	✗	Building Maintenance & Property Services	Peter O	Comm
C168	Public Health	\$186,262	✓	Environmental Health & Sustainability	Greg P	Env
C169	Rage Cage	\$7,625	✗	Community Development	Brian W	Comm
C170	Rates Collection & Management	\$448,455	✗	Financial Services	Jodi W	Org
C171	Records Management	\$202,862	✓	Information Services	Chris H	Org
C172	Regional Centre Garden Maintenance	\$195,382	✗	Horticultural Services	Peter C	Eco
C173	Regional Infrastructure Planning	\$57,485	✗	Industry Development & Employment Generation	Greg P	Eco
C174	Remnant Vegetation Management	\$86,292	✓	Landscape & Biodiversity	Peter C	Env
C175	Revegetation of the City of Playford	\$91,530	✗	Landscape & Biodiversity	Peter C	Env
C176	Reward for Performance & Staff Recognition Programs	\$64,780	✗	People Services	Chris H	Org
C177	Risk Assessment Facilitation	\$32,593	✗	Risk Management & Procurement	Jodi W	Org
C178	Road & Park Signage	\$236,839	✗	Maintenance Services	Mark T	Eco
C179	Road Sweeping	\$623,011	✓	Open Space Maintenance Services	Peter C	Env
C180	Rosewood Irrigation	\$42,584	✗	Sportsfield Services	Peter C	Eco
C181	Rural and CALD Programs	\$6,989	✗	Community Services	Brian W	Comm
C182	Rural Entrance Ways	\$43,101	✗	Construction Services	Mark T	Eco
C183	School Based Apprenticeships	\$37,625	✗	People Services	Chris H	Eco
C184	School Crossings	\$28,112	✗	Civil Design & Technical Services	Mark T	Eco
C185	School to Work Programs	\$110,100	✗	Lifelong Learning	Ken D	Eco
C186	School Vaccination Program	\$6,707	✗	Community Development	Brian W	Comm
C187	Sealed Road Shoulders	\$303,773	✗	Construction Services	Brian W	Eco
C188	Sealed Roads	\$4,940,210	✗	Maintenance Services	Mark T	Eco
C189	Section 7 Requests (Planning)	(\$22,215)	✓	Planning & Building	Greg P	Org
C190	Section 7 Requests (Rates)	(\$45,265)	✓	Financial Services	Jodi W	Org
C191	Skate Park	\$61,566	✗	Community Development	Brian W	Comm
C192	Social Planning	\$30,381	✗	Social Planner	Brian W	Comm
C193	Special Projects (external referrals)	\$25,814	✗	Landscape & Biodiversity	Peter C	Env
C194	Sporting Clubrooms & Buildings	\$399,633	✗	Building Maintenance & Property Services	Peter O	Comm

Service #	Service Name	Annual Net Cost	Legislative Requirement	Team	Contact	Goal
C195	Sportsfield Ancillary Infrastructure	\$38,174	X	Sportsfield Services	Peter C	Comm
C196	Sportsfield Ovals	\$1,204,029	X	Sportsfield Services	Peter C	Comm
C197	Staff Training & Development	\$316,065	X	People Services	Chris H	Org
C198	Stakeholder Management & Community Engagement	\$43,300	X	Community Engagement	Rachael S	Org
C199	Stebonheath Aquifer Storage & Reuse System	\$36,313	X	Civil Design & Technical Services	Mark T	Env
C200	Strategic Communications & Community Engagement	\$100,217	X	Community Engagement	Rachael S	Org
C201	Strategic Management, Planning, Reporting & Innovation	\$1,237,843	✓	Organisational Management	Exec	Org
C202	Strategic Management Plans Compliance & Integration Across Council	\$82,239	✓	Community Engagement	Rachael S	Org
C203	Strategic Planning of Community Wellbeing	\$72,830	X	Social Planner	Brian W	Comm
C204	Strategic Planning of Open Space	\$154,117	✓	Landscape & Biodiversity	Peter C	Env
C205	Strategic Service Delivery for Healthy Aging	\$50,829	X	Community Services	Brian W	Comm
C206	Street Lighting	\$946,815	X	Civil Design & Technical Services	Mark T	Comm
C207	Street Trees	\$257,857	X	Horticultural Services	Peter C	Env
C208	Support for Community Houses	\$39,663	X	Community Development	Brian W	Comm
C209	Support Volunteer Coordinators Across Council	\$71,190	X	Community Development	Brian W	Org
C210	Surveying & Project Estimation	\$15,956	X	Civil Design & Technical Services	Mark T	Eco
C211	System Administration of IT Applications	\$715,644	X	Information Services	Chris H	Org
C212	TAFE SA & University SA Learning Centre	\$29,337	X	Child Care	Ken D	Comm
C213	Technical Support for Outside Events	\$2,184	X	Event Services	Ken D	Comm
C214	Theatre & Function Centre Bar Activities	\$2,283	X	Event Services	Ken D	Comm
C215	Theatre Production & Venue Hire	\$5,028	X	Event Services	Ken D	Comm
C216	Traffic Lights – Power & Maintenance	\$52,826	X	Civil Design & Technical Services	Mark T	Eco
C217	Treasury Management	(\$48,254)	X	Financial Services	Jodi W	Org
C218	Unsealed Roads	\$422,111	X	Construction Services	Mark T	Eco
C219	Verge Maintenance – Open Space (mowing)	\$981,849	X	Open Space Maintenance Services	Peter C	Comm
C220	Virginia Community Centre	\$30,570	X	Managed Recreation Facilities	Peter O	Comm
C221	Vulnerable People & Social Inclusion	\$55,349	X	Community Services	Brian W	Comm
C222	Walkway Closures	\$7,003	X	Risk Management & Procurement	Jodi W	Comm
C223	Walkway Maintenance	\$20,763	X	Open Space Maintenance Services	Peter C	Comm
C224	Waste Water	\$50,706	✓	Environmental Health & Sustainability	Greg P	Env
C225	Weed Control	\$293,023	✓	Support Services & Arboriculture	Peter C	Env
C226	Wide Load Permits & Road Closures	\$415	✓	Civil Design & Technical Services	Mark T	Eco
C227	Workforce Planning	\$90,234	X	People Services	Chris H	Org
C228	Youth Advisory Committee	\$33,652	X	Community Development	Brian W	Comm
C229	Youth Facilitation & Project Management	\$45,997	X	Community Development	Brian W	Comm
C230	Youth Week	\$10,308	X	Community Development	Brian W	Comm
<b>TOTAL CURRENT SERVICES</b>		<b>\$46,136,661</b>				

## List of Potential Enhanced Services – In Alphabetical Order

A total of 60 enhanced services were identified by staff at a total cost of \$6,051,764.

Service #	Service Name	Annual Net Cost	Team	Contact	Goal
EC5	Adult Learning, Literacy and Numeracy Programs	\$70,000	Lifelong Learning	Ken D	Comm
EC199	Aquifer Storage & Reuse Systems	(\$30,000)	Civil Design & Technical Services	Mark T	Env
EC17	Asset Management	\$85,500	Asset Strategy	Peter O	Org
EC19	Booking & Leasing of Ovals & Clubrooms	\$27,612	Sportsfield Services	Peter C	Comm
EC27	Centralised Contracts & Tendering	\$38,800	Risk Management & Procurement	Jodi W	Org
EC30	Children's Library Services	\$22,777	Library Services	Ken D	Comm
EC33	City Wide Tree Removal & Maintenance	\$211,705	Support Services & Arboriculture	Peter C	Env
EC35	Civil Asset Database – System Administration	\$67,000	Civil Design & Technical Services	Mark T	Eco
EC44	Community Information	\$80,000	Community Engagement	Rachael S	Comm
EC45	Community Land & Property Management	\$58,000	Asset Strategy	Peter O	Comm
EC52	Corporate Real Estate Management	\$38,000	Asset Strategy	Peter O	Org
EC55	Crime Prevention Strategies	\$90,000	Community Development	Brian W	Comm
EC60	Early Childhood Development	\$220,000	Lifelong Learning	Ken D	Comm
EC62	Elected & Independent Member Support	\$25,000	Community Engagement	Rachael S	Org
EC64	Emergency Management Plan & Development	\$10,000	Risk Management & Procurement	Jodi W	Org
EC67	Employment and Transition to Work Programs	\$50,000	Lifelong Learning	Ken D	Eco
EC68	Enforcement & Follow Up of Development Applications	\$30,000	Planning & Building	Greg P	Env
EC76	Food Safety	43,024	Environmental Health & Sustainability	Greg P	Env
EC77	Footpaths	\$50,000	Maintenance Services	Mark T	Eco
EC19/40/194	Free Leases & Licences for Clubs	\$170,000	Building Maintenance & Property Services	Peter O	Comm
EC82	Governance & Decision Making Process Support	\$92,000	Community Engagement	Rachael S	Org
EC86	Grenville Community Connection Hub	\$335,222	Community Services	Brian W	Comm
EC89	Health & Wellbeing of Young People	\$30,000	Lifelong Learning	Ken D	Comm
EC92	History Services	\$56,232	Library Services	Ken D	Comm
EC94	Home Library Service	\$22,777	Library Services	Ken D	Comm
EC98	Indigenous Programs	\$50,000	Lifelong Learning	Ken D	Comm
EC100	Industry & Business Liaison	\$30,000	Industry Development & Employment Generation	Greg P	Eco
EC111	Land Division Assessments – Civil	\$85,183	Civil Design & Technical Services	Mark T	Eco
EC119	Library Information Services	\$97,819	Library Services	Ken D	Comm
EC120	Library Systems	\$7,000	Library Services	Ken D	Comm
EC121	Lifelong Learning Model Development	\$30,000	Lifelong Learning	Ken D	Eco
EC125	Long-term Planning for Industrial & Commercial Land	\$70,000	Industry Development & Employment Generation	Greg P	Eco
EC132	Mayor's Community Leadership Program	\$70,000	Customer Service	Peter O	Comm
EC135	Mobile Library Service	\$12,840	Library Services	Ken D	Comm
EC138	NAMWA Kerbside Waste Collection	\$454,000	Environmental Health & Sust.	Greg P	Env
EC139	New Residents Welcome Packs	\$92,000	Community Engagement	Rachael S	Comm
EC152	Performance Measurement & Reporting	\$65,000	Community Engagement	Rachael S	Org
EC156	Piped Drainage Network	\$180,000	Maintenance Services	Mark T	Env
EC157	Planning & Building Inspections	\$35,000	Planning & Building	Greg P	Env
EC161	Playgrounds	\$230,130	Support Services & Arboriculture	Peter C	Comm
EC40/194	Program Building Maintenance	\$500,000	Building Maintenance & Property Services	Peter O	Org
EC165	Project Management of IT Implementations	\$66,478	Information Services	Chris H	Org
EC166	Public & Media Relations	\$295,000	Community Engagement	Rachael S	Org



Service #	Service Name	Annual Net Cost	Team	Contact	Goal
EC168	Public Health	\$63,324	Environmental Health & Sust.	Greg P	Env
EC174	Remnant Vegetation Management	\$32,500	Landscape & Biodiversity	Peter C	Env
EC175	Revegetation of The City of Playford	\$27,500	Landscape & Biodiversity	Peter C	Env
EC177	Risk Assessment Facilitation	\$32,593	Risk Management & Procurement	Jodi W	Org
EC185	School to Work Programs	\$220,000	Lifelong Learning	Ken D	Eco
EC187	Sealed Road Shoulders	\$500,000	Construction Services	Mark T	Eco
EC188	Sealed Roads	\$340,000	Maintenance Services	Mark T	Eco
EC192	Social Planning	\$15,000	Social Planner	Brian W	Comm
EC195	Sportsfield Ancillary Infrastructure	\$78,582	Sportsfield Services	Peter C	Comm
EC196	Additional 2-ha Sportsfield	\$168,908	Sportsfield Services	Peter C	Comm
EC188	Spruance Oval Clubrooms Car Park	\$5,700	Maintenance Services	Mark T	Eco
EC200	Strategic Communications & Community Engagement	\$70,000	Community Engagement	Rachael S	Org
EC206	Street Lighting	\$52,000	Civil Design & Technical Services	Mark T	Comm
EC222	Walkway Closures	\$39,000	Risk Management & Procurement	Jodi W	Comm
EC223	Walkway Maintenance	\$10,000	Open Space Maintenance Services	Peter C	Comm
EC224	Waste Water	(\$10,903)	Environmental Health & Sustainability	Greg P	Env
EC227	Workforce Planning	\$63,461	People Services	Chris H	Org
<b>TOTAL ENHANCED SERVICES</b>		<b>\$8,051,764</b>			

## List of Potential New Services – In Alphabetical Order

A total of 37 new services were identified by staff at a total cost of \$2,895,171.

Service #	Service Name	Annual Net Cost	Team	Contact	Goal
N1	Air Conditioning at Virginia Community Centre	\$36,650	Building Maintenance & Property Services	Peter O	Comm
N2	Annual Community Referendum	\$65,000	Community Engagement	Rachael S	Org
N3	Asset Data Integrity & Analysis	\$80,000	Asset Strategy	Peter O	Org
N4	Community City Centres Coordinator	\$85,000	Community Development	Brian W	Comm
N5	Community Connections & Leadership	\$50,000	Community Engagement	Rachael S	Comm
N6	Community Decision Making	\$150,000	Community Engagement	Rachael S	Org
N7	Community Development Officer – Neighbourhood, Arts & Culture	\$85,000	Community Development	Brian W	Comm
N8	Community Road Shows	\$45,000	Community Engagement	Rachael S	Comm
N9	Fleet Carbon Offset (Carbon Emissions)	\$14,000	Environmental Health & Sust.	Greg P	Env
N10	Food Waste Disposal in Kerbside Green Waste Service	\$520,000	Environmental Health & Sust.	Greg P	Env
N11	Footpaths – New Non-developer Funded	\$150,000	Maintenance Services	Mark T	Eco
N12	Grants Officer Across Council	\$80,000	Community Development	Brian W	Org
N13	Green Power (20% State Target)	\$30,000	Environmental Health & Sust.	Greg P	Env
N14	Green Waste Disposal at Andrews Road Transfer Station	\$15,000	Environmental Health & Sust.	Greg P	Env
N15	Guide Posts on Sealed & Unsealed Roads	\$20,000	Construction Services	Mark T	Eco
N16	Health / Strategic Development	\$39,029	Community Services	Brian W	Comm
N17	Health Inspections for Child Care & Aged	\$3,000	Environmental Health & Sust.	Greg P	Env
N18	Health Promotion	\$52,661	Community Services	Brian W	Comm
N19	Learning & Wellbeing Programs in Primary Schools	\$100,000	Lifelong Learning	Ken D	Comm
N20	Linked Early Childhood Centres	\$150,000	Lifelong Learning	Ken D	Comm
N21	Litter Volunteers Coordination & Development Officer	\$50,200	Environmental Health & Sust.	Greg P	Env
N22	Mental Health Programs & Support	\$87,000	Community Services	Brian W	Comm
N23	Mobile Food Coop	\$38,884	Community Services	Brian W	Comm
N24	Mosquito Monitoring & Education	\$9,000	Environmental Health & Sust.	Greg P	Env
N25	Northern Sound System – Administration Traineeship	\$20,000	Community Development	Brian W	Eco
N26	Performance & Efficiency Measurement	\$80,000	Finance Services	Jodi W	Org
N27	Pollution Prevention & Response	\$7,000	Environmental Health & Sust.	Greg P	Env
N28	Rural Storm Water Network (Swale Drains)	\$100,000	Construction Services	Mark T	Env
N29	Senior School Learning Programs	\$100,000	Lifelong Learning	Ken D	Comm
N30	Service Sustainability	\$100,000	Finance Services	Jodi W	Org
N31	Shed & Veranda Behind Virginia Institute	\$2,232	Building Maintenance & Property Services	Peter O	Comm
N32	Social & Economic Participation of Long-Term Unemployed	\$100,000	Lifelong Learning	Ken D	Comm
N33	Social Media and Branding	\$150,000	Community Engagement	Rachael S	Comm
N34	Team Leader for Community Engagement	\$105,000	Community Engagement	Rachael S	Comm
N35	Traffic Officer	\$67,000	Civil Design & Technical Services	Mark T	Eco
N36	Water Quality – Pollution Prevention & Monitoring	\$40,000	Environmental Health & Sust.	Greg P	Env
N37	Youth Services	\$68,515	Library Services	Ken D	Comm
<b>TOTAL NEW SERVICES</b>		<b>\$2,895,171</b>			

## Customer Survey Data

Customer Satisfaction Surveys from 2001 to 2005						
Services Used	Number of Customers from the total Surveyed					
	2001	2002	2003	2004	2005	Average
Garbage Collection	443	398	411	223	382	373.4
Libraries (fixed not mobile)	151	148	145	131	236	164.2
Roads	88	93	106	76	92	91
Parks and Reserves	128	119	102	57	97	100.6
Don't Know	53	69	73	57	64	63.2
Footpaths	26	38	53	43	59	43.8
Verge maintenance	84	22	47	8	26	37.4
Greenwaste	39	22	33	24	32	30
Waste management	34	41	25	30	27	31.4
Dog Registration	66	54	22	32	30	40.8
Street Sweeping	50	21	19	11	32	26.6
Tree Maintenance	8	25	18	10	12	14.6
Other	13	27	16	12	36	20.8
Ovals and Sporting Grounds	20	8	11	15	17	14.2
Public Lighting	15	7	8	3	14	9.4
Seniors Programs	6	9	8	12	20	11
Environmental Management	3	10	7	2	9	6.2
Stormwater Drainage	8	1	6	0	3	3.6
The Aquadome	11	5	5	11	11	8.6
Building Approvals	3	5	5	3	4	4
Immunisation Service	11	12	4	3	14	8.8
Mobile Library	13	10	4	8	12	9.4
The Customer Service Centre	5	8	4	12	11	8
The Waste Transfer Station	1	0	4	2	5	2.4
Environmental Health	11	2	3	2	1	3.8
Home Assist	6	6	3	5	19	7.8
Planning Approvals	5	2	3	4	5	3.8
The Community Directory	4	4	3	3	3	3.4
Wasp Eradication	6	3	3	0	2	2.8
Bike Paths and Walking Trails	3	9	2	1	2	3.4
Local Family and History Service	2	3	2	1	2	2
Youth Services	0	3	2	0	3	1.6
Overall look of the City	13	1	1	2	2	3.8
Public seating	2	1	1	2	0	1.2
Theatres	2	5	0	5	12	4.8
Aboriginal Services	0	0	0	0	0	0
Conservation Programs	2	0	0	0	0	0.4
Disability Services	2	1	0	3	1	1.4
Family Links Worker	0	0	0	0	1	0.2
Food Co-ops	4	2	0	2	3	2.2
Food Safety	0	0	0	0	0	0
Public Conveniences/Toilets	3	2	0	1	4	2
Special Events	4	4	0	1	1	2
Zoning Regulations	1	1	0	0	2	0.8
<b>Total Responses from People Surveyed</b>	<b>1359</b>	<b>1201</b>	<b>1159</b>	<b>827</b>	<b>1306</b>	<b>1170.8</b>

Customer Satisfaction Surveys from 2001 to 2005						
Perceived Importance of Service (by the respondents of the Customer Satisfaction Surveys)						
Second Most Important Service	Percentage of Customers Surveyed					Average
	2001	2002	2003	2004	2005	
Parks and Reserves	11	17	12	10	13	12.6
Roads	11	9	14	12	14	12
Garbage Collection	13	12	13	9	11	11.6
Libraries (fixed not mobile)	8	8	9	9	8	8.4
Don't know/can't think	4	0	9	11	7	6.2
Other	3	3	4	5	11	5.2
Footpaths	5	4	6	7	2	4.8
Street Sweeping	6	1	4	3	4	3.6
Public Lighting	5	1	3	2	3	2.8
Waste management	2	3	1	4	2	2.4
Verge maintenance	4	1	2	3	2	2.4
Environmental Management	3	1	0	2	5	2.2
Immunisation Service	2	2	1	3	2	2
Overall look of the City	3	2	2	0	2	1.8
Seniors Programs	1	2	2	2	2	1.8
Ovals and Sporting Grounds	2	1	2	2	1	1.6
Green Waste	1	0	2	4	1	1.6
The Customer Service Centre	1	2	1	2	1	1.4
Dog Registration	2	1	1	2	1	1.4
The Aquadome	0	0	1	3	1	1
Tree Maintenance	0	1	1	2	1	1
Home Assist	1	0	1	1	1	0.8
Stormwater Drainage	3	1	0	0	0	0.8
Planning Approvals	1	0	1	1	0	0.6
Public Safety/Crime Prevention	2	1	0	0	0	0.6
The Community Directory	1	0	1	1	0	0.6
Theatres	3	0	0	0	0	0.6
Wasp Eradication	1	0	1	1	0	0.6
Environmental Health	1	0	0	1	0	0.4
Mobile Library	1	0	0	1	0	0.4
Local Family and History Service	1	1	0	0	0	0.4
Public Conveniences/Toilets	0	1	0	0	1	0.4
The Waste Transfer Station	2	0	0	0	0	0.4
Conservation Programs	1	0	0	0	0	0.2
Disability Services	0	0	1	0	0	0.2
Food Co-ops	0	0	1	0	0	0.2
Public seating	1	0	0	0	0	0.2
Special Events	1	0	0	0	0	0.2
Zoning Regulations	0	1	0	0	0	0.2
Building Approvals	0	0	0	0	0	0
Bike Paths and Walking Trails	0	0	0	0	0	0

Customer Satisfaction Surveys from 2001 to 2005						
Perceived Importance of Service (by the respondents of the Customer Satisfaction Surveys)						
Third Most Important Service	Percentage of Customers Surveyed					Average
	2001	2002	2003	2004	2005	
Parks and Reserves	13	16	16	7	12	12.8
Don't know/can't think	13			27	15	11
Other	4	7	11	9	15	9.2
Roads	7	7	9	8	8	7.8
Libraries (fixed not mobile)	7	6	8	7	8	7.2
Garbage Collection	5	9	8	6	6	6.8
Footpaths	3	5	5	3	4	4
Public Lighting	6	4	3	4	3	4
Street Sweeping	5	4	4	4	2	3.8
Overall look of the City	4	2	5	2	3	3.2
Verge maintenance	4	4	4	1	3	3.2
The Customer Service Centre	1	2	3	3	2	2.2
Environmental Management	3	3	1	2	2	2.2
Ovals and Sporting Grounds	2	2	3	3	1	2.2
Immunisation Service	2	2	2	1	2	1.8
Seniors Programs	1	3	2	2	1	1.8
Stormwater Drainage	2	2	1	2	1	1.6
Waste management	1	2	1	1	2	1.4
The Aquadome	1	2	2	1	1	1.4
Public Safety/Crime Prevention	3	3	1	0	0	1.4
Dog Registration	3	1	2	1	0	1.4
Tree Maintenance	2	1	1	1	1	1.2
Home Assist	0	1	1	2	1	1
Environmental Health	1	1	1	0	1	0.8
Disability Services	1	1	0	1	1	0.8
Mobile Library	1	0	1	1	0	0.6
Green Waste	1	1	1	0	0	0.6
Building Approvals	1	1	0	1	0	0.6
Theatres	0	1	1	0	1	0.6
Bike Paths and Walking Trails	0	2	0	0	1	0.6
Conservation Programs	0	2	0	0	0	0.4
Public Conveniences/Toilets	0	0	1	0	1	0.4
Food Co-ops	1	1	0	0	0	0.4
Wasp Eradication	1	1	0	0	0	0.4
Special Events	0	1	1	0	0	0.4
Planning Approvals	0	1	0	0	0	0.2
The Community Directory	0	1	0	0	0	0.2
Local Family and History Service	0	1	0	0	0	0.2
The Waste Transfer Station	0	0	0	1	0	0.2
Public seating	0	0	0	0	0	0
Zoning Regulations	0	0	0	0	0	0

## Reconciliation to Original 2007/08 Budget

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Original Budgeted Deficit from Operations	3,457,241
less net Operating Project Expenditure	(997,334)
less Rate Revenue	33,247,560
less Federal Assistance Grant	8,026,000
less One-off gain on sale of assets	226,198
plus Required savings yet to be identified	600,000
less Excess child care revenue budget *	173,918
less Excess civic centre café budget *	133,452
add back Plant hire and fleet overhead budgeted as capital	109,458
less pressure bids for one off items in 2007/08	(108,562)
Cost of Operating Recurrent Services as per Service Review	<u>44,867,931</u>
plus Staff costs on capital works	1,191,461
plus Internal plant hire costs on capital works	77,289
<b>Cost of All Recurrent Services as per Service Review</b>	<b><u>46,136,681</u></b>

\* Original budgets for Child Care Centre and Civic Centre Café included inflated revenue budgets so as to be able to balance to their top down allocation. This issue has been in existence for some time with a solution yet to be found. From a service cost point of view including the inflated revenue budgets would have resulted in an understated cost for these services. As such for the purposes of the service review these revenue budgets have been excluded and the full cost of the service re-instated.

## Current Service Funding Mix

Service #	Service Name	Annual Cost (Expense)	Rates & Unled Grants	Tied Grants	User Charges & Other	Unfunded
C1	Accounting for Regional Subsidiaries	\$4,133	-	-	100.0%	-
C2	Accounts Payable	\$175,314	89.6%	-	-	10.4%
C3	Accounts Receivable	\$20,396	89.6%	-	-	10.4%
C4	Administration of Recruitment & Selection	\$110,580	89.6%	-	-	10.4%
C5	Adult Learning, Literacy and Numeracy Programs	\$26,664	89.6%	-	-	10.4%
C6	Advocacy on behalf of Community Groups & Agencies	\$34,067	89.6%	-	-	10.4%
C7	After Hours Response – Arboriculture	\$15,193	89.6%	-	-	10.4%
C8	After Hours Response – Civil	\$41,020	89.6%	-	-	10.4%
C9	After Hours Response – Community Inspectors	\$43,082	89.6%	-	-	10.4%
C10	After Hours Response – Open Space	\$7,782	89.6%	-	-	10.4%
C11	After Hours Response Coordination	\$12,775	89.6%	-	-	10.4%
C12	Andrews Road Transfer Station	\$145,922	89.6%	-	-	10.4%
C13	Animal Management	\$512,705	34.2%	-	61.8%	4.0%
C14	Aquadome	\$1,258,164	89.6%	-	-	10.4%
C15	Assessment of Development Applications	\$483,254	(18.6%)	-	118.6%	-
C16	Asset Accounting & Systems Administration	\$28,030	89.6%	-	-	10.4%
C17	Asset Management	\$94,500	89.6%	-	-	10.4%
C18	Audience Development	\$42,141	47.1%	-	47.5%	5.5%
C19	Booking & Leasing of Ovals & Clubrooms	\$49,045	(7.7%)	-	107.7%	-
C20	Budget & Management Accounting	\$250,711	89.6%	-	-	10.4%
C21	Building & Construction Project Management & Strategic Planning	\$143,399	89.6%	-	-	10.4%
C22	Bus Shelters	\$56,244	89.6%	-	-	10.4%
C23	Capacity Building & Promotion Within Peaschey	\$49,545	21.8%	75.7%	-	2.5%
C24	Career Awareness & Promotion	\$1,719	89.6%	-	-	10.4%
C25	Cash Reconciliation & Collection	\$36,826	89.6%	-	-	10.4%
C26	Catering Services for Functions & Events	\$81,286	4.7%	-	94.8%	0.5%
C27	Centralised Contracts & Tendering	\$122,158	89.2%	-	0.4%	10.4%
C28	Centralised Purchase of Stationery	\$7,340	89.6%	-	-	10.4%
C29	Children's Centre	\$632,838	8.5%	54.2%	26.3%	1.0%
C30	Children's Library Services	\$77,019	89.6%	-	-	10.4%
C31	City of Playford Disability Discrimination Act Officer	\$36,721	89.6%	-	-	10.4%
C32	City Wide Bin Service	\$97,691	89.6%	-	-	10.4%
C33	City Wide Tree Removal & Maintenance	\$760,713	89.6%	-	-	10.4%
C34	Civic Centre Cafe	\$54,087	6.6%	-	92.6%	0.8%
C35	Civil Assets Database – System Administration	\$151,047	89.6%	-	-	10.4%
C36	Civil Capital Works Project Management	\$14,026	89.6%	-	-	10.4%
C37	Civil Internally Resourced Capital Works	\$1,282,776	89.6%	-	-	10.4%
C38	Collect of Development Fees on Behalf of Government Bodies	\$43,942	89.6%	-	-	10.4%
C39	Collection of NRM Levy on behalf of Natural Resources Management Board	\$503,453	-	-	100.0%	-
C40	Community Buildings	\$311,681	85.4%	-	4.6%	10.0%
C41	Community Complaints & Environmental Advice	\$42,966	27.0%	69.8%	-	3.1%
C42	Community Day Programs	\$140,564	14.4%	58.3%	25.6%	1.7%
C43	Community Grant Management	\$97,567	89.6%	-	-	10.4%
C44	Community Information	\$307,146	89.6%	-	-	10.4%
C45	Community Land & Property Management	\$206,033	18.2%	-	79.6%	2.1%
C46	Community Links to Support Services	\$107,257	1.6%	98.2%	-	0.2%
C47	Community Use of Civic Centre	\$133,452	89.6%	-	-	10.4%
C48	Contribution to SAHT	\$150,000	89.6%	-	-	10.4%
C49	Co-ordinate Communication Activities with Volunteers	\$41,133	89.6%	-	-	10.4%
C50	Coordination of Fencing Replacement Enquiries	\$1,351	89.6%	-	-	10.4%
C51	Corporate Buildings	\$1,559,417	89.6%	-	-	10.4%
C52	Corporate Real Estate Management	\$62,427	89.6%	-	-	10.4%

Service #	Service Name	Annual Cost (Expense)	Rates & Unfled Grants	Tied Grants	User Charges & Other	Unfunded
C53	Corporate Uniforms	\$30,000	89.6%	-	-	10.4%
C54	Council's Voters Roll	\$12,415	89.6%	-	-	10.4%
C55	Crime Prevention Strategies	\$37,730	89.6%	-	-	10.4%
C56	Customer Service Centre including Call Centre	\$678,141	89.6%	-	-	10.4%
C57	Decision Making, Reporting to Council & Advocacy	\$614,370	89.6%	-	-	10.4%
C58	Development Advice	\$24,117	89.6%	-	-	10.4%
C59	Development Assessments - Parks	\$92,936	89.6%	-	-	10.4%
C60	Early Childhood Development	\$53,667	89.6%	-	-	10.4%
C61	Economic Strategy & Planning	\$74,044	89.6%	-	-	10.4%
C62	Elected & Independent Member Support	\$666,466	89.6%	-	-	10.4%
C63	Elected Member IT Support	\$23,874	89.6%	-	-	10.4%
C64	Emergency Management Plan & Development	\$125,354	19.5%	78.2%	-	2.3%
C65	Emergency Services Levy	\$15,000	89.6%	-	-	10.4%
C66	Employee Assistance Program	\$23,136	89.6%	-	-	10.4%
C67	Employment and Transition to Work Programs	\$30,188	89.6%	-	-	10.4%
C68	Enforcement & Follow Up of Development Applications	\$57,336	89.6%	-	-	10.4%
C69	Environmental Strategy & Advice	\$88,431	85.0%	5.1%	-	9.9%
C70	Event Management	\$42,989	87.5%	-	2.3%	10.2%
C71	Exit Interviews	\$11,022	89.6%	-	-	10.4%
C72	Feature Parks & Feature Garden Beds Maintenance & Design	\$342,857	89.6%	-	-	10.4%
C73	Fencing Repairs	\$11,223	89.6%	-	-	10.4%
C74	Financial Accounting, Taxation & Compliance	\$334,261	89.6%	-	-	10.4%
C75	Fire Prevention	\$43,512	34.0%	-	62.1%	4.0%
C76	Food Safety	\$42,510	49.1%	-	45.2%	5.7%
C77	Footpaths	\$2,218,731	89.6%	-	-	10.4%
C78	Freedom of Information Requests	\$32,636	89.6%	-	-	10.4%
C79	Functions & Events	\$98,437	1.7%	-	98.0%	0.2%
C80	Future Planning	\$15,032	89.6%	-	-	10.4%
C81	General Machine Shop and Fabrication Work	\$37,294	89.6%	-	-	10.4%
C82	Governance & Decision Making Process Support	\$113,281	89.6%	-	-	10.4%
C83	Graffiti Removal & Advice	\$68,503	89.6%	-	-	10.4%
C84	Graffiti Removal on Bus Shelters, Fences & Signage	\$67,192	89.6%	-	-	10.4%
C85	Grave Digging	\$2,920	6.7%	-	92.5%	0.8%
C86	Greenville Community Connection Hub	\$391,857	33.3%	27.3%	35.5%	3.9%
C87	Hard Waste & Litter Management – illegal Dumping	\$451,530	89.6%	-	-	10.4%
C88	Hard Waste Collection (6 months only)	\$170,166	89.6%	-	-	10.4%
C89	Health & Wellbeing of Young People	\$32,917	89.6%	-	-	10.4%
C90	Helpdesk Support	\$224,298	89.6%	-	-	10.4%
C91	Hiring of Cat Cages	\$1,500	89.6%	-	-	10.4%
C92	History Services	\$79,495	87.4%	0.5%	1.9%	10.2%
C93	Home Assist Program	\$683,425	25.1%	65.4%	6.6%	2.9%
C94	Home Library Service	\$62,413	89.6%	-	-	10.4%
C95	Horticultural Maintenance on Entry Statements, Roundabouts & Medium Strips	\$169,063	89.6%	-	-	10.4%
C96	Horticultural Verge Upgrades & Maintenance	\$94,499	89.6%	-	-	10.4%
C97	Immunisation Clinics	\$78,651	46.7%	22.4%	25.4%	5.4%
C98	Indigenous Programs	\$101,139	73.6%	17.8%	-	8.6%
C99	Industrial Relations Advice & Administration	\$163,136	89.6%	-	-	10.4%
C100	Industry & Business Liaison	\$199,605	89.6%	-	-	10.4%
C101	Information Technology Strategic Planning	\$106,945	89.6%	-	-	10.4%
C102	Installation of Kerb Crossings for Driveway Access	\$15,918	89.6%	-	-	10.4%
C103	Insurance Premiums & Claims	\$699,216	87.5%	-	2.3%	10.2%
C104	Internal Courier Service	\$29,594	89.6%	-	-	10.4%
C105	Internet Provision for Staff	\$37,000	89.6%	-	-	10.4%
C106	Interpretation of Legislation for Public Advice	\$42,734	89.6%	-	-	10.4%
C107	IT Network & Hardware	\$821,912	89.6%	-	-	10.4%
C108	John McVety Centre	\$108,964	89.6%	-	-	10.4%
C109	Kerbing & Watertable and Pram Ramps	\$1,138,534	89.6%	-	-	10.4%



Service #	Service Name	Annual Cost (Expense)	Rates & Unpled Grants	Tied Grants	User Charges & Other	Unfunded
C110	Kitchen Facilities & Provisions in Council Buildings	\$21,958	89.6%	-	-	10.4%
C111	Land Division Assessment - Civil	\$94,165	89.6%	-	-	10.4%
C112	Land Use Planning & Development Plan Amendments	\$70,471	89.6%	-	-	10.4%
C113	Landscape Design	\$56,742	89.6%	-	-	10.4%
C114	Leases & Licences	\$24,000	89.6%	-	-	10.4%
C115	Liaise with Government Agencies	\$49,210	89.6%	-	-	10.4%
C116	Liaise with the One Tree Hill Cemetery	\$814	89.6%	-	-	10.4%
C117	Library Collections	\$1,002,855	66.9%	20.4%	4.9%	7.8%
C118	Library Customer Service	\$248,784	89.6%	-	-	10.4%
C119	Library Information Services	\$213,004	89.6%	-	-	10.4%
C120	Library Systems	\$182,061	80.0%	10.7%	-	9.3%
C121	Life Long Learning Model Development	\$28,552	89.6%	-	-	10.4%
C122	Light Commercial & Passenger Vehicles	\$116,291	89.6%	-	-	10.4%
C123	Line Marking & Traffic Control	\$196,805	89.6%	-	-	10.4%
C124	Litter Control	\$9,478	53.7%	-	40.1%	6.3%
C125	Long-term Planning for Industrial & Commercial Land	\$72,375	89.6%	-	-	10.4%
C126	Maintenance of Fire Tracks	\$26,937	89.6%	-	-	10.4%
C127	Maintenance of Irrigated Reserves	\$560,769	89.6%	-	-	10.4%
C128	Maintenance of New Estate Entry Statements	\$8,041	89.6%	-	-	10.4%
C129	Maintenance of Unirrigated Reserves & Wind Breaks	\$224,269	89.6%	-	-	10.4%
C130	Maintenance of Walkway Infrastructure	\$18,304	89.6%	-	-	10.4%
C131	Management of Communication Towers	\$60,448	(32.3%)	-	132.3%	-
C132	Mayor's Community Leadership Program	\$23,392	89.6%	-	-	10.4%
C133	Meetings & Seminars - Hire of Civic Centre	\$17,920	(28.3%)	-	128.3%	-
C134	Miscellaneous Landscaping & Garden Bed Maintenance	\$399,679	89.6%	-	-	10.4%
C135	Mobile Library Service	\$95,518	89.6%	-	-	10.4%
C136	Mobile Phones	\$11,455	89.6%	-	-	10.4%
C137	Name and Address Register Management	\$15,449	89.6%	-	-	10.4%
C138	NAWMA Kerbside Waste Collection	\$3,805,297	89.4%	-	0.2%	10.4%
C139	New Residents Welcome Packs	\$3,087	89.6%	-	-	10.4%
C140	North Lakes Golf Course	\$44,100	89.6%	-	-	10.4%
C141	Northern Sound System - Music Events	\$345,907	47.6%	-	46.9%	5.5%
C142	Northern Sound System - Rehearsals & Recording Studios	\$96,041	54.3%	-	39.4%	6.3%
C143	Northern Sound System - Training Programs	\$124,800	53.8%	-	40.0%	6.3%
C144	OH&S&W	\$123,852	(127.0%)	-	227.0%	(0.0%)
C145	Open Space Volunteer Coordination	\$1,341	89.6%	-	-	10.4%
C146	Open Water Course Drainage Network	\$287,012	89.6%	-	-	10.4%
C147	Operation of Store	\$95,360	89.6%	-	-	10.4%
C148	Organisational Phone System	\$272,030	89.6%	-	-	10.4%
C149	Other Buildings & Structures	\$28,834	89.6%	-	-	10.4%
C150	Parking Control	\$88,323	(81.7%)	-	181.7%	-
C151	Payroll	\$145,591	89.6%	-	-	10.4%
C152	Performance Management & Reporting	\$95,836	89.6%	-	-	10.4%
C153	Pest Control (including European Wasps)	\$100,021	89.6%	-	-	10.4%
C154	Petty Cash & Purchasing Cards	\$32,124	89.6%	-	-	10.4%
C155	Photocopying & Printing (excl. Library)	\$198,949	89.6%	-	-	10.4%
C156	Piped Drainage Network	\$1,393,520	89.6%	-	-	10.4%
C157	Planning & Building Inspections	\$55,350	89.6%	-	-	10.4%
C158	Plant & Equipment	\$234,088	89.6%	-	-	10.4%
C159	Playford Food Cooperatives	\$379,592	31.8%	-	64.5%	3.7%
C160	Playford North Services for Older People	\$116,016	3.1%	88.8%	7.8%	0.4%
C161	Playgrounds	\$244,800	89.6%	-	-	10.4%
C162	Pre-lodgement General Advice	\$205,852	89.6%	-	-	10.4%
C163	Private Works	\$2,000	-	-	100.0%	-
C164	Procurement	\$130,947	89.6%	-	-	10.4%
C165	Project Management of IT Implementations	\$43,960	89.6%	-	-	10.4%
C166	Public & Media Relations	\$146,872	89.6%	-	-	10.4%
C167	Public Conveniences	\$159,342	89.6%	-	-	10.4%
C168	Public Health	\$186,262	89.6%	-	-	10.4%
C169	Rage Cage	\$7,625	89.6%	-	-	10.4%
C170	Rates Collection & Management	\$614,455	65.4%	-	27.0%	7.6%
C171	Records Management	\$202,862	89.6%	-	-	10.4%
C172	Regional Centre Garden Maintenance	\$195,382	89.6%	-	-	10.4%
C173	Regional Infrastructure Planning	\$57,485	89.6%	-	-	10.4%

Service #	Service Name	Annual Cost (Expense)	Rates & Untied Grants	Tied Grants	User Charges & Other	Untied
C174	Remnant Vegetation Management	\$96,292	89.6%	-	-	10.4%
C175	Revegetation of the City of Playford	\$91,530	89.6%	-	-	10.4%
C176	Reward for Performance & Staff Recognition Programs	\$64,780	89.6%	-	-	10.4%
C177	Risk Assessment Facilitation	\$32,593	89.6%	-	-	10.4%
C178	Road & Park Signage	\$236,839	89.6%	-	-	10.4%
C179	Road Sweeping	\$623,011	89.6%	-	-	10.4%
C180	Rosewood Irrigation	\$42,584	89.6%	-	-	10.4%
C181	Rural and CALD Programs	\$182,989	3.4%	89.6%	6.6%	0.4%
C182	Rural Entrance Ways	\$43,101	89.6%	-	-	10.4%
C183	School Based Apprenticeships	\$37,625	89.6%	-	-	10.4%
C184	School Crossings	\$28,112	89.6%	-	-	10.4%
C185	School to Work Programs	\$110,100	89.6%	-	-	10.4%
C186	School Vaccination Program	\$66,514	9.0%	89.9%	-	1.1%
C187	Sealed Road Shoulders	\$303,773	89.6%	-	-	10.4%
C188	Sealed Roads	\$6,187,824	71.5%	20.2%	-	8.3%
C189	Section 7 Requests (Planning)	\$22,785	(97.5%)	-	197.5%	(0.0%)
C190	Section 7 Requests (Rates)	\$21,774	(207.9%)	-	307.9%	-
C191	Skate Park	\$61,566	89.6%	-	-	10.4%
C192	Social Planning	\$30,381	89.6%	-	-	10.4%
C193	Special Projects (external referrals)	\$25,814	89.6%	-	-	10.4%
C194	Sporting Clubrooms & Buildings	\$496,233	72.1%	-	19.5%	8.4%
C195	Sportsfield Ancillary Infrastructure	\$39,207	87.2%	-	2.6%	10.2%
C196	Sportsfield Ovals	\$1,204,029	89.6%	-	-	10.4%
C197	Staff Training & Development	\$321,065	88.2%	1.6%	-	10.3%
C198	Stakeholder Management & Community Engagement	\$43,300	89.6%	-	-	10.4%
C200	Stebonheath Aquifer Storage & Reuse System	\$36,313	89.6%	-	-	10.4%
C201	Strategic Communications & Community Engagement	\$100,217	89.6%	-	-	10.4%
C202	Strategic Management Plans Compliance & Integration Across Council	\$82,239	89.6%	-	-	10.4%
C199	Strategic Management, Planning, Reporting & Innovation	\$1,237,843	89.6%	-	-	10.4%
C203	Strategic Planning of Community Wellbeing	\$72,830	89.6%	-	-	10.4%
C204	Strategic Planning of Open Space	\$154,117	89.6%	-	-	10.4%
C205	Strategic Service Delivery for Healthy Aging	\$50,829	89.6%	-	-	10.4%
C206	Street Lighting	\$946,815	89.6%	-	-	10.4%
C207	Street Trees	\$257,867	89.6%	-	-	10.4%
C208	Support for Community Houses	\$39,663	89.6%	-	-	10.4%
C209	Support Volunteer Coordinators Across Council	\$71,190	89.6%	-	-	10.4%
C210	Surveying & Project Estimation	\$15,956	89.6%	-	-	10.4%
C211	System Administration of IT Applications	\$715,644	89.6%	-	-	10.4%
C212	TAFE SA & University SA Learning Centre	\$29,337	89.6%	-	-	10.4%
C213	Technical Support for Outside Events	\$21,528	9.1%	-	89.9%	1.1%
C214	Theatre & Function Centre Bar Activities	\$64,631	3.2%	-	96.5%	0.4%
C215	Theatre Production & Venue Hire	\$132,387	3.4%	-	96.2%	0.4%
C216	Traffic Lights – Power & Maintenance	\$52,826	89.6%	-	-	10.4%
C217	Treasury Management	\$148,746	(32.4%)	-	132.4%	-
C218	Unsealed Roads	\$422,111	89.6%	-	-	10.4%
C219	Verge Maintenance – Open Space (mowing)	\$981,849	89.6%	-	-	10.4%
C220	Virginia Community Centre	\$30,570	89.6%	-	-	10.4%
C221	Vulnerable People & Social Inclusion	\$244,719	20.3%	66.5%	10.9%	2.4%
C222	Walkway Closures	\$7,003	89.6%	-	-	10.4%
C223	Walkway Maintenance	\$20,763	89.6%	-	-	10.4%
C224	Waste Water	\$64,206	70.7%	-	21.0%	8.2%
C225	Weed Control	\$295,523	88.9%	0.8%	-	10.3%
C226	Wide Load Permits & Road Closures	\$10,415	3.6%	-	96.0%	0.4%
C227	Workforce Planning	\$90,234	89.6%	-	-	10.4%
C228	Youth Advisory Committee	\$33,652	89.6%	-	-	10.4%
C229	Youth Facilitation & Project Management	\$45,997	89.6%	-	-	10.4%
C230	Youth Week	\$10,308	89.6%	-	-	10.4%
<b>TOTAL CURRENT SERVICES - EXPENDITURE</b>		<b>\$53,829,458</b>	<b>76.7%</b>	<b>6.1%</b>	<b>8.2%</b>	<b>9.0%</b>

## Attachment 8 – Survey Results – Port Stephens Council (NSW)

**Council Name:** Port Stephens Council  
**Date:** February 2012

### Service Review Background

**What were the primary drivers behind the decision to undertake a review of services? e.g. financial sustainability, continuous improvement, asset planning, business excellence, etc.**

Early in 2010 the Executive Leadership Team reviewed the Council's Best Value Policy with the attached report being generated for discussion. At the same time emerging issues associated with long term financial sustainability, asset management, Integrated planning, legislative compliance and community expectations indicated a need to review our service delivery.

By mid 2012 it became obvious that transformational change was needed to ensure that our services are delivered in a more financially sustainable manner. In other words the Executive Team concluded that a 'business as usual' approach would not deliver the results needed to put Port Stephens Council on a path to long term financial sustainability.

At that stage Council agreed that a review of all Council's Services should be conducted within the existing resources.

**Please briefly describe the terms of reference or scope of the service review. e.g. council-wide, selected services, selected processes, etc.**

Port Stephens Council has put in place a program to deliver a comprehensive review of all services (external and internal, discretionary and none discretionary). This has been scheduled to occur over a two year period.

The project brief included reference to ensuring that " we align the services we provide with our vision whilst providing a mechanism to ensure these services are delivered at the right level and in the best way to meet our citizen's expectations".

The review uses internal staff only with two officers assisting the Senior Leadership Team work their way through the agreed process. The Executive Leadership Team are ultimately responsible for driving execution of the project within the required timeframes.

**When was your most recent review project undertaken, and how long did the project take?**

Port Stephens Council adopted a strategy in late 2010 to review all services over a two year period with progressive reporting of the results of the review to Council in accordance with a project timeline presented to Council in February of 2011. Depending on the size and scope of the individual service packages, reviews have taken from as little as 6 weeks up to 12 months.

### Management & Resourcing

**How were the reviews managed and resourced? e.g. internal steering group, review coordinator, staff teams, consultants, external facilitator.**

The Executive Leadership Team (2<sup>nd</sup> Level Managers) appointed itself as the internal steering group for the Service Review project and Section Managers (3<sup>rd</sup> Level Managers) are responsible for undertaking the service reviews within their areas of responsibility. All reviews were to be conducted within existing resources, with process guidance and information provided by the internal Business Excellence team.

**If you used internal resources for your review, how were review teams structured? What was their membership profile?**

The review teams were appointed by the Section Managers in consultation with their Group Managers. They varied in size and scope depending on the nature of the service package involved but included staff from all levels within the organisation.

### Service Review Process

**Was a defined process used for conducting the reviews? Please provide an outline of the process.**

The Service Review is split into a number of stages.

Stage 1 was done in a holistic manner and involved each section asking a number of questions around the services we provide, gaining clarity around where the service links to Council's vision in the Community Strategic Plan and asking questions as to whether Council should legally or financially control the service?

At the end of Stage 1, the Executive Leadership Team prioritised the list of services packages to be reviewed over the next two years. From this point the reviews are "service" specific

Stage 2 is aimed at determining if Council should deliver the service and, if so, at what cost. At this point there is stakeholder consultation with both the direct customer of the service and associated stakeholders of Council. At the end of Stage 2 each service will have clear and agreed service strategy in place.

Stage 3 will allow us determine how Council should deliver the service so that we are confident that the organisation delivers the

service in the best way to meet our agreed service strategy.

At the end of Stage 3 the recommendation is presented to Council.

Attached as APPENDIX A is a copy of the Service Strategy Template that shows the 3 stage process.

Also, an example Sustainability Review Report on our Organisational Development Section is attached as APPENDIX B, that further demonstrates the approach that was followed.

**How was the process established? e.g. proprietary system, developed in-house.**

The process was essentially established in house. Port Stephens Council looked at review models used by a range of Councils both within Australia and overseas, consulted with propriety systems developers and used internal expertise and capability to devise its own program. This methodology was adopted for a number of reasons; we wished to carry out the review within existing resources, we wanted our staff to be responsible for the reviews to ensure staff help build staff engagement in the process and we saw it as an ongoing learning opportunity to help build capacity within the organisation.

**Was the process based on an existing business improvement methodology? e.g. Lean Six Sigma, PDSA, etc.**

The process was built on an internal Project Management Process. Many of the tools associated with PDSA are used to guide discussion. Process improvement is undertaken using PDSA.

Ultimately, decisions are guided by the Principles of Business Excellence.

**Are the service reviews part of an ongoing continuous improvement program? If so, please describe.**

This round of Service Reviews is yet to be completed but it is anticipated that the process of service reviews will be conducted in the future in an ongoing programmed manner.

**Service Identification & Prioritisation**

**How were the council's services identified for review and categorised? Please provide details of services.**

Council's services were identified by the responsible section managers. Initially there were more than 170 services identified. These were rolled up in to like services, which are referred to as "service packages". There are 51 identified service packages.

**How were the services prioritised or ranked for review? What criteria were used?**

A range of criteria (primarily based on risk and return on investment) were used to prioritise service packages for review. As the review was to be carried out within existing workloads, additional consideration was given to existing work demands within groups and any need to concurrently review internal and external services.

The following decision matrix was used to prioritise reviews:

		Barriers To Implementation							
		Industrial Relations Issues	Broader industry wide threat of industrial action	Serious Concern with threat of industrial action	Significant concern with job losses and Organised opposition	Minor Concern, possible grievances	No IR Issues		
		\$ Investment Required	\$1m - \$5m	\$500,000 - \$1m	\$100,000 - \$500,000	\$10,000 - \$100,000	<\$10,000	Means: High Priority Go Medium Priority - Consider Business Case carefully Low Priority - Little value in proceeding	
		Time Investment Required	> 5 years	3-5 years	2-3 years	1-2 Years	<1 year		
		Stakeholder Engagement	Hunter Region Impact	LGA wide Impact	Council wide impact	Across 2 to 5 sections	Local impact within Section only		
Are we doing it the best way possible?	Are we doing the right thing?	Community Resonse and Reputation Impact	Exensive public outcry; Potential national media attention	Serious public or media outcry; Broad media attention	Significant public criticism with or without media attention	Heightened local community concern or criticism	Localised complaints & incidents; Isolated public attention		
Nature of Benefit									
Efficiency Value Gained	Customer Improvement								
\$1m - \$5m	Hunter Region Impact								
\$500,000 - \$1m	LGA wide Impact								
\$100,000 - \$500,000	Council wide impact							HIGH	
\$10,000 - \$100,000	Across 2 to 5 sections								
<\$10,000	Local impact within Section only							LOW	

As the process was new and would possibly required some refinement in the initial stages some of our proactive leaders were nominated for the initial pilot phase.

### Stakeholder Engagement

How were internal stakeholders / staff involved in the reviews?

Staff were involved in a number of ways. Stage 2 of the review required the development of internal service level agreements. This required a broad range of internal consultation with a range of methodologies including face to face meetings, ongoing negotiations and internal surveys. For those staff not directly involved in the process of establishing service levels ongoing briefings were provided by Section and Group Managers. In addition the General Manager provided a monthly open lunchtime briefing with staff to keep them informed of the progress of the reviews and other issues before Council. For staff off-site, breakfast meetings were conducted at the Depots by the General Manager and Group Managers for the same purpose.

All review teams are made of staff.

An integral part of the service review process was the requirement for each service review team to take a consultation plan to the Community Engagement Panel (a cross functional internal advisory team)

A copy of the Stakeholder Consultation - Workshop Format is included as APPENDIX C.

Was there community consultation during the reviews? How was this conducted?

Yes a wide variety of community consultation was carried out, which included focus groups, targeted surveys, meetings with identified customer segments. Port Stephens Council has an established Residents Panel which it uses to provide regular feedback and which was used to provide some of the focus groups membership. In addition the results of the annual Council wide Customer Satisfaction survey were used to inform the review process.

What segments of the community were consulted? e.g. people with a particular interest in a service, existing community and user groups.

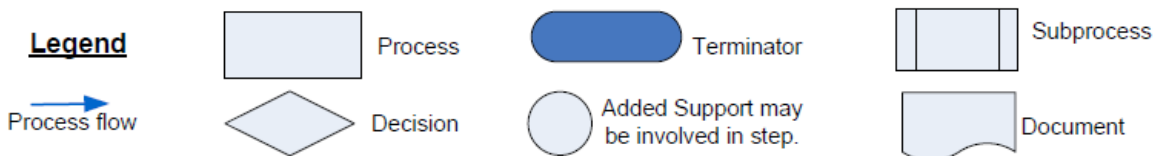
A range of segments of the community were involved including; people with specific interests in a service, customers, user groups, members of the Residents Panel with no particular interest in services, representatives of other community organisations impacted by changes in service levels and community members who expressed interest in the process.

The process flow that was used for consultation is as follows:

**Process Name: Customer/Stakeholder Consultation – Sustainability Review**

Service Package responsible officer	Community Engagement Panel	Councillors	Timing	Comments / Document Links
<pre> graph TD     A[Review Stakeholder Consultation Checklist] --&gt; B{Does the consultation include external stakeholders?}     B -- Yes --&gt; C[Complete External Stakeholder Consultation form]     C --&gt; D[Review information and offer advice]     B -- No --&gt; E[Develop Stakeholder consultation program]     D --&gt; E     E --&gt; F[Undertake stakeholder consultation]     F --&gt; G[Complete Stage 2 information in myPort]     G --&gt; H([End Process])     F --- I(( ))     </pre>				
			Community Engagement Panel meet every 2 weeks	Refer form to Community Engagement Panel Secretariat  Workshop (See guide); Survey Monkey; one on one meetings, etc  Refer to workshop template. Notify Councillors where appropriate

**Legend**



<b>Port Stephens Council</b>		
Drawn:	Date:	Process Owner:

Click [here](#) for help on hyperlinking to another process, document or website. (For Visio users, right click)

**How were community needs incorporated in the reviews?**

Through the direct expression of needs gathered from the focus groups, meetings, surveys; from the analysis of data in relation to service usage and demand; from the analysis of data from the Customer Satisfaction survey and from community response to the recommendations for changes put before Council.

**Was the community involved in setting new service levels? If so, please describe.**

A number of the surveys and focus group meetings directly addressed the issues of service levels by proposing a range of different service options for consideration at those meetings.

**Was the elected council involved in the decision to undertake a review? If so, describe how they were engaged (e.g. briefing, report, etc.) and the level of input that they provided.**

The decision to undertake the review was to put to Council and adopted by resolution. Council was provided with 6 monthly updates of the overall progress of the reviews.

**Was the elected council kept informed of the progress of the review? If so, at what stages of the project?**

Council was provided with 6 monthly updates of the overall progress of the reviews.

At the conclusion of each individual service package review a briefing is provided to Council prior to a report to Council on the results of the review. The elected members have the option of adopting the recommendations, altering them or rejecting them for each service review package.

**Was the elected council required to make any critical decisions regarding the adoption of the review outcomes (e.g. allocation of resources, variation to service delivery, etc.)? If so, please describe.**

A report was provided to Council on the results of each review package. The elected Council has the option of adopting the recommendations, altering them or rejecting the proposals.

**Information Gathering & Benchmarking****What types of information and data were collected for each review? e.g. statutory requirements, current outputs, current levels of service, potential modes of service delivery.**

Information to be gathered for each package included;

The link each service component had to the Port Stephens Council Community Strategic Plan;

Is Council legally required to control the service – identify Acts and Regulations which specify that Council must control the service?

Should Council financially control the service – the service generates a revenue to Council that allows other specific services to occur?

Should Council operationally control the service – control outputs and systems that deliver the service?

Does the Service have specific service level agreements? – If not these need to be developed in consultation with the customer.

What key metrics will be identified and used to measure service delivery against the market?

What is the level of market maturity locally for this service – are there alternative options available for the provision of this service?

Are there internal efficiency options available for the delivery of this service?

Are there funding efficiency options for the delivery of this service?

What does the bench marking data of the key metrics tell us?

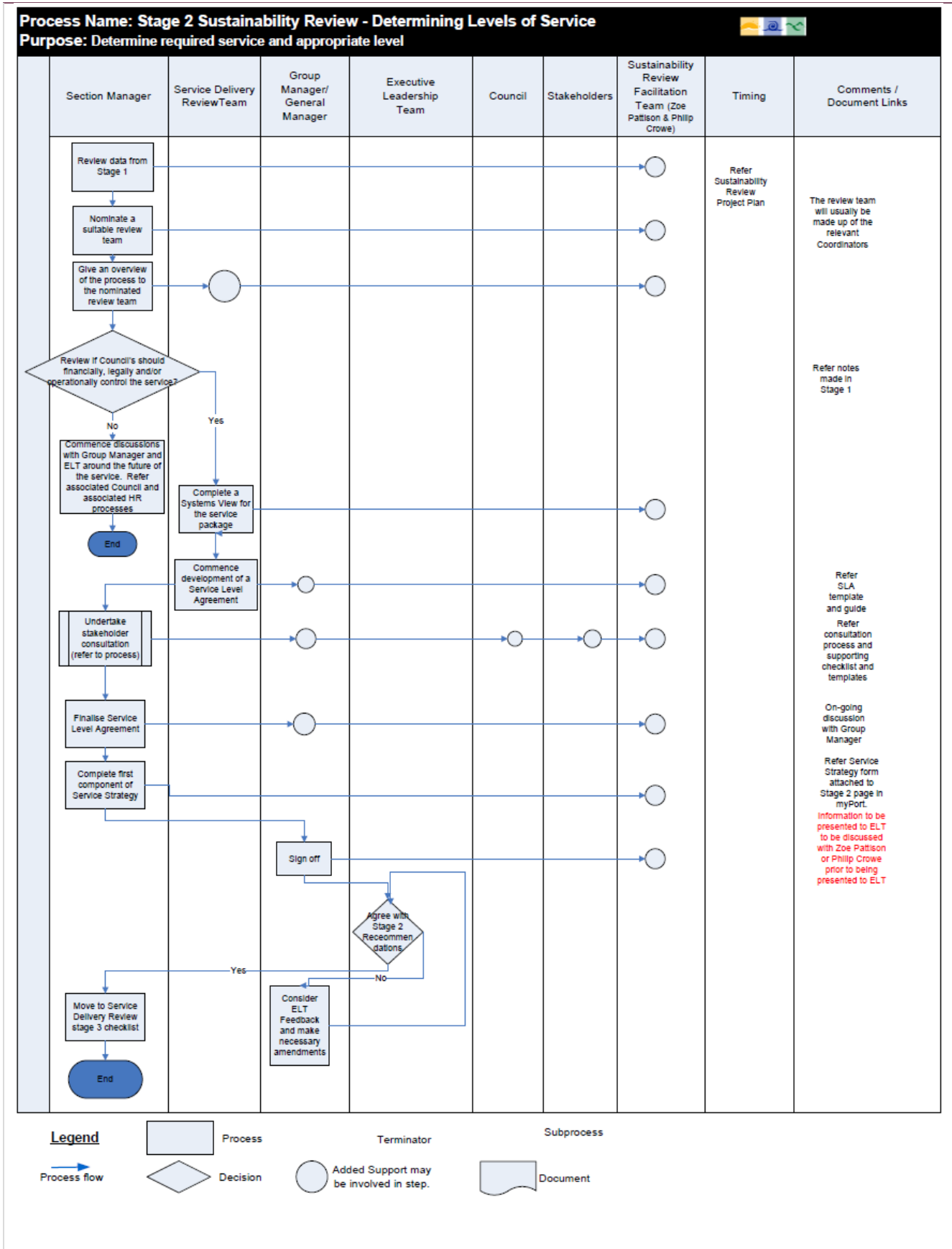
**Were any service areas benchmarked against external organisations or providers? If so, please describe.**

Each service package was required to address each of the issues listed above and where feasible benchmark their services in relation to clearly identified key metrics.

**Levels of Service****Were service levels reviewed? If so, please describe.**

For the Port Stephens Council Service review there are 51 service packages to be reviewed. Each service package (internal and external, discretionary and non discretionary) is required to develop service level agreements for their services. These vary greatly in complexity and detail depending on the nature of the service under review.

The following Process Flow outlines the method that was used to review our levels of service:





**Were there changes made to service levels as a result of reviews? If so, please describe.**

The Service Review at Port Stephens Council is not yet complete but of those reviews completed there have been:

Alternation in service level (increased or decrease)

Cessation of the service

**Modes of Service Delivery**

**Were alternative models of service delivery explored?**

Each of the 51 service review packages identified at Council were required to consider all of the options listed below.

Sharing services and resources with other councils

Strategic relationships e.g. Hunter Councils

'Arms length entities' to manage the service

Joint ventures or public private partnerships (PPP's)

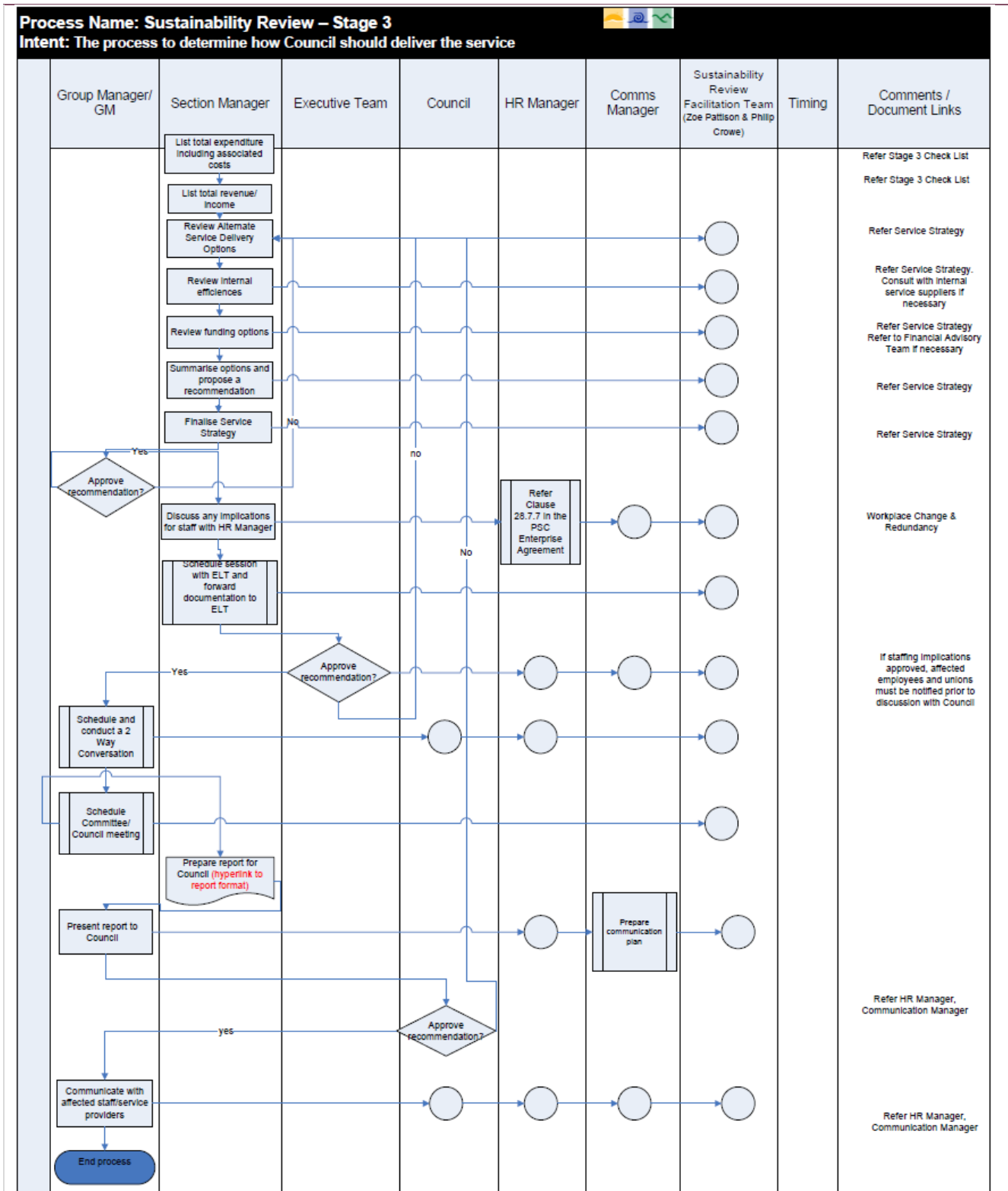
Community run services or enterprises

Outsource service or activities to external providers

New business enterprises to generate additional income

Other

The following Process Flow outlines the method that was used to review the method of service delivery:



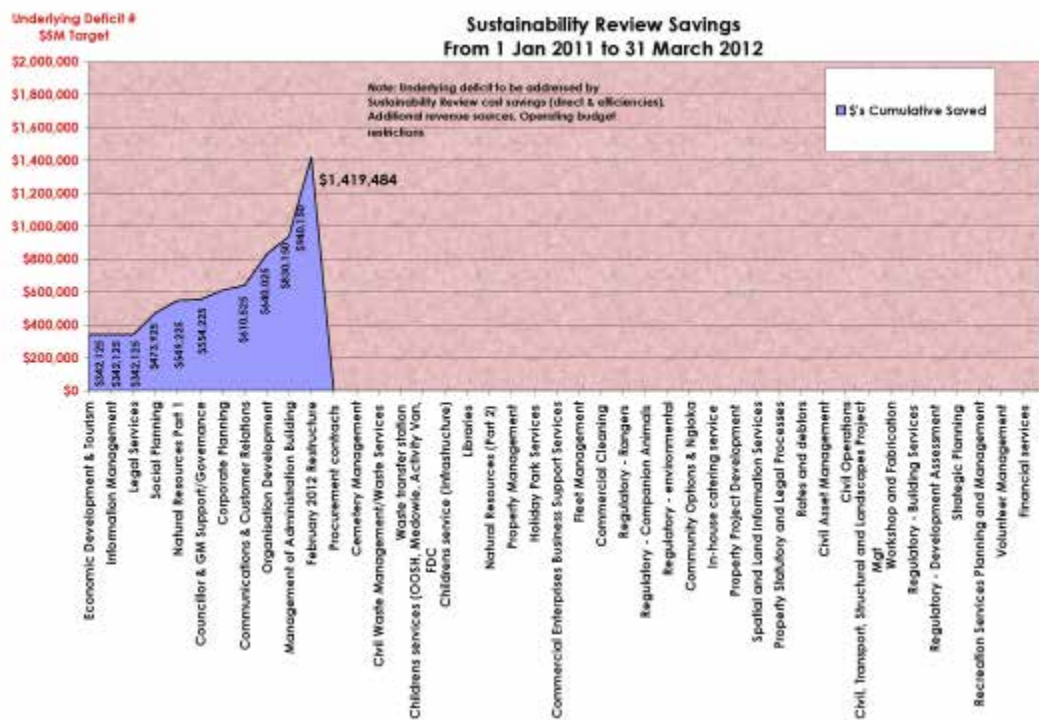
**Was service sharing with other councils considered? Please provide details**

A number of service reviews detailed where sharing resources with other local councils is already occurring. The review of Legal Services had a specific recommendation adopted of investigating the Hunter Council's legal services model when it is available as a part of a legal services contract tender.

<p><b>Were strategic relationships formed with other government or non-profit bodies? If so, please provide details.</b></p> <p>The review of Tourism has a recommendation adopted to extend an existing partnership with Port Stephens Tourism Ltd. (a not profit enterprise) to improve the promotion of the tourism sector in Port Stephens.</p>
<p><b>Were joint ventures or partnerships with private enterprise considered? If so, please provide details.</b></p> <p>There have been no recommendations at this stage to enter joint ventures with private enterprise. We are currently 25% through the review of services so some options to do this may still emerge.</p>
<p><b>Was consideration given to community-run services or enterprises? If so, please provide details.</b></p> <p>There have been no recommendations at this stage to enter joint ventures with community-run enterprises. We are currently 25% through the review of services so some options to do this may still emerge.</p>
<p><b>Was consideration given to outsourcing services to external providers? If so, please provide details.</b></p> <p>A number of services are currently outsourced either wholly or partially to external providers. There have been no recommendations adopted at this stage that change the status of those services.</p>
<p><b>Were any new business or commercial enterprises to generate additional revenue identified? If so, please provide details.</b></p> <p>There have been no recommendations related to new businesses or enterprises considered or adopted at this stage.</p>

**Implementation and Outcomes**

<p><b>Please describe the level of implementation of review recommendations.</b></p> <p>Port Stephens Council has finalised the review of nine service packages at this stage. All the recommendations of the reports have been adopted. The elected Council amended the recommendations put to Council in the case of case of two of the reports</p>
<p><b>Please describe the most significant outcomes from the review process. e.g. cost savings, efficiency gains, revenue generation, changes in service levels, introduction of new services, discontinuation of services, new modes of service delivery, etc.</b></p> <p>At this stage the completed reviews have identified opportunities for efficiencies to service delivery, cost savings, some staffing reductions, discontinuation of some aspects of service provision, recommendations to continue to explore new options for service delivery.</p>
<p><b>What has been the overall financial benefit from the service reviews (if any)?</b></p> <p>At the current stage approximately \$1.4M of savings has been identified through changes adopted through the service reviews. Further savings are likely to be identified as a part of those reviews yet to be completed. The following graph demonstrates the cumulative expected savings by service:</p>



<p><b>What have been the main benefits of undertaking service reviews? e.g. staff culture improvement, efficiency, rationalisation of services and service levels, financial sustainability, etc.</b></p> <p>At this early stage there has been a rationalisation of some services, financial savings identified and locked into current and future budgets and clear service levels identified and agreed to for those services where the reviews are completed.</p> <p>The issues of staff culture, customer satisfaction and service efficiency will all be assessed as a part of the ongoing assessment that Port Stephens Council carries out through its annual program of a staff engagement and customer satisfaction surveys.</p>
<p><b>What were the lessons learnt? Would you do things differently in your next review project?</b></p> <p>PSC has built this process in an ongoing fashion through its implementation phase. We have relied on ongoing feedback from managers and staff to make changes to processes and documentation 'in running'. Continuous communication at all levels has been a key to the implementation of the reviews.</p> <p>Key lessons learnt have been the importance of all areas of Council to clearly understand who their customer is, what their agreed levels of service are, what processes they use to deliver efficient and effective services and how they get ongoing feedback to know that they are doing the right things the best way.</p>
<p><b>How would you describe the perceived advantages and disadvantages of the approach you undertook in your review project?</b></p> <p>The major disadvantages of our approach have been that staff are required to manage the review process within their existing workload and that can present significant challenges at times. It can mean that timelines become elastic depending on other demands and resourcing capability.</p> <p>The major advantages are that we believe that those staff involved in undertaking and implementing the reviews will have a much better level of understanding about what they are doing and why they are doing it. This will need to be tested in a future staff engagement surveys.</p>
<p><b>Are you aware of any other councils that have conducted service reviews? If so, please list.</b></p> <p>In the Hunter area of NSW we are aware that Newcastle, Lake Macquarie, Wyong, Great Lakes have all undertaken or are undertaking service delivery reviews.</p>
<p><b>Do you have any other comments or observations regarding your service review project?</b></p>

## Appendix A - Service Strategy Template

**Service Strategy**  
**Service Package name:**  
**Group:**  
**Section:**

### Stage 1 Information:

#### 1. Service Description

Service/Activity/Function	Outputs	Link to the 2011 Community Strategic Plan

#### 2. Requirement for PSC to control the service (key drivers for control)

Service/Activity	Is PSC legally required to control the service please list the Act or regulation which specifies that Council must control the service	Is PSC required to financially control the service? Please provide evidence as to the driver to financially control the service, i.e. revenue generation that allows other specific services to occur	Is PSC required to operationally control the service? Can the service be controlled through either contract, direct labour, partnerships, etc. so that PSC controls the level of output and /or has the ability to change the systems that deliver the service?

### Stage 2 Information:

#### 3. Agreed level of service.

Attached SLA and costs

#### 4. Resources

Operating Expenditure	
Capital Expenditure	
Income	
Staffing (EFT)	

#### 5. Key metrics/KPIs that will be used to measure delivery of the service against the market.

Service/Activity	Key Metrics E.g. financial cost for specified service level

Service/Activity	Key Metrics E.g. financial cost for specified service level

**Stage 3 Information:**

**6. Alternate Service Delivery Options**

Options	Relevant Function/Activity	Details, issues and implications using key metrics
Sharing services and resources with other councils		
Strategic relationships e.g. Hunter Councils		
'Arms length entities' to manage the service		
Joint ventures or public private partnerships (PPP's)		
Community run services or enterprises		
Outsource service or activities to external providers		
New business enterprises to generate additional income		
Other		

**7. Internal Efficiency Options**

Activity	Outline suggested options
Organisational structure	
Processes, procedures, work practices and tools	
Optimise or reduce resource usage	
Optimise staff productivity	
Regulatory controls	
Other	

**8. Funding Efficiency Options**

Activity	Outline suggested options
Consider opportunities for shifting costs of services to other levels of government, for example charging government agencies for services or facilities provided by the council.	
Add or modify user charges	
Explore ways to increase usage of services to increase income from user charges	
Other	

**9. Benchmarking Data**

Service item	Benchmarking Details (cost per service standard)

**Summary of Options**

Option 1	Details	Prioritisation (refer matrix)
Continue on, however seek to continuously improve the service		
Option 2	Details	Prioritisation (refer matrix)
Change the way the service is delivered (i.e. process or supplier improvement)		
Option 3	Details	Prioritisation (refer matrix)
Spin off or restructure		
Option 4	Details	Prioritisation (refer matrix)
Cease the service altogether		

**Recommendation:**

Service	Details	Net One off costs/savings	Recurrent costs/savings

Completed by:  
 Position:  
 Review Team involved:  
 Date:

## Appendix B - Example Report demonstrating Service Review Process

### Sustainability review – organisation development section

**Report of:** Anne Schmarr, Organisation Development Manager  
**GROUP:** Corporate Services

#### RECOMMENDATION IS THAT COUNCIL:

Note the information contained in the Service Strategy – Organisation Development Section and endorse the findings of the review.

Reduce the EFT in the Organisation Development organisation structure by 1 resulting in savings of \$137,644 to the recurrent budget.

Note further additional savings of \$52,482 to the recurrent budget.

Review the current method of distribution of Organisation Development Section overheads.

Note the commitment to explore shared services with other Hunter councils as opportunities present.

#### BACKGROUND

The purpose of this report is to present to Council the outcomes of the Sustainability Review for the Organisation Development Section (stage 3) and seek endorsement of the recommendations contained in the Service Strategy.

The comprehensive review of this service package has been undertaken in line with the principles of Best Value and is in accordance with the delivery of the Community Strategic Plan 2021: Strategic Direction 5 – Governance and Civic Leadership.

By way of background, the sustainability review currently undertaken by Organisation Development comprised three key stages:

Stage 1 Reviewing what is currently delivered – i.e. Service drivers (legal, financial, operational)

Stage 2 Reviewing what should be delivered – i.e. Service levels (at what standard and at what cost).

Stage 3 Reviewing how it should best be delivered – i.e. Service delivery method (delivery model).

The findings of all stages of the review are documented in a comprehensive service strategy, with recommendations on the way forward.

#### Organisation Development Services

The Organisation Development Section is part of the Corporate Services Group of Council and was formed in 2002. It brought together a number of functions previously located within the Business and Support Group and Corporate Development Unit.

Today, the Section is structured around the 4 main areas of:

- human resources
- learning and development
- corporate risk and safety
- business improvement and sustainability

Council has adopted a centralised and shared service approach for its organisation development functions. This helps to ensure consistency in the deployment of systems and processes across the various business units and the development of a common culture within the organisation.

The services within the section entail:

Staffing – 14.43 EFT

Funding – recurrent annual budget of \$3.1M

Note that this figure also includes funding to cover Council's vast insurance portfolio.

The Organisation Development Section has responsibility for development and implementation of the Workforce Strategy to support Council's vision for Port Stephens and the community into the future. This ensures that our organisation has the capacity and capability to deliver efficient, effective and responsive services to the community.

In addition to development of this key strategy, other primary roles of the Section are to:

Strategically managing human resourcing



Helping leaders manage large-scale change  
 Providing practical and usable learning and development programs to improve and accelerate performance  
 Staying on top of current and emerging business trends and assessing what might block the organisation's progress.  
 Ensuring a consistent, holistic approach to the management of risk and safety and continually improving our systems  
 Ensuring we continually improve the way we go about our business

Excellence in the way an organisation manages its human resources, risk and continuous improvement makes the difference between long-lasting success and failure.

**Service Review Findings**

The Organisation Development Sustainability Review undertook an examination of all activities provided by the section. These individual activities were consolidated into four primary service packages:

**Service Packages**

Human Resources	Learning and Development	Risk and Safety	Business Improvement & Sustainability
Employee Benefits	Coordination of all training including delivery of internal training programs	Business Continuity	Coordination of Business Excellence Journey
Employee Relations	Coordination of Workplace Equity and Diversity Strategies	Management of Insurance Portfolio	Sustainability Review
Recruitment	Education Assistance	Corporate Risk Management	
Salary System	Workforce Planning	Health and Safety Management	
Performance Management		Injury Management	

The findings of the Sustainability Review have identified the following metrics:

**Human Resources**

**Function Budget**

Data on the Australian workforce shows that the operational budget for the human resources function for an organisation of Council's size is \$1.04 million per annum. Council's annual Human Resources operational budget is \$473,054.

**Percentage of Revenue**

When compared with like organisations, the percentage of revenue spent by Port Stephens Council on the provision of Human Resources services is 0.43% compared to 1.41% for the public sector and 1.45% for all industries.

**Staff Ratios – Human Resources**

Data on the Australian workforce shows staff ratios for the Human Resources function are 1.45% of staff. Based on our current EFT of 471.66 this equates to 6.8 staff. Council currently employs 3 staff in the Human Resources Services.

**Learning and Development**

**NSW Regional Council expenditure on learning and development**

Structured classroom learning and development programs for staff is 1.03% of total salaries and wages. Council current spends 0.89%.

Per staff member this is \$679 per annum. Council currently spends \$558 per annum.

Regional Centre Councils staff receiving study assistance is 4.96%. Council current provides study assistance at a rate of 4.83%.

**Corporate Risk & Safety**

**Risk Management & Insurance Portfolio**

A survey conducted of Australian local government authorities indicated an average 2.2 risk staff for Councils of our size. Council current employs 2 staff.

**Work Health & Safety Management**

A survey of Australian local government authorities indicated an average of 3.53 health and safety staff for Councils of our size. Council current employs 3.4 staff.

Claims Cost Ratio (measures the cost of worker's compensation claims over the past 3 years/total salaries and wages over the past 3 years)

Cost of claims for Regional Centre councils is 0.97%. Council's current ratio is 1.1%.

Workers Compensation Premium Rate (measures what Council pays in premium as a percentage of total salaries and wages)

StateCover average is 3.4%. Department of Local Government Group average is 3.8%. Council's current rate is 3.82%, a reduction from 5.66% in 2010.

**Business Improvement & Sustainability**

**Business Improvement**

On average Australian Councils employ 1.9 business improvement staff. Council currently employs 1.

**Sustainability Review**

1 additional EFT was included in the structure to assist with coordination of the sustainability project to be funded until December 2012. However, from 1/7/2012 this position will be absorbed by the Business Excellence Coordinator.

**Service Priorities**

Throughout the sustainability review, the following service priorities have been identified:

- Continue to participate in regional approaches for shared services.
- Review the option for sharing apprentices/trainees/students across Hunter Regional Councils.
- Continue to participate in regional shared training services including provision of majority of statutory training.
- Investigate employment of apprentices and trainees through a group training arrangement.
- Continue to outsource Council's Employee Assistance Program.
- Consider option to provide employee relations and recruitment processes for the smaller Council's within the Hunter Region.
- Investigate the implications of becoming a delivery partner for SAI Global to undertake business improvement initiatives.
- Continue to investigate the feasibility of an improved HRIS.
- Market test delivery of in-house training provision.
- Market test delivery of injury management services.
- Outsource auditing of business continuity process.

**FINANCIAL/RESOURCE IMPLICATIONS**

The total number of effective fulltime employees (EFT) within the Organisation Development Section is 14.43. The service strategy proposes to delete one position from the organisation structure.

This will result in savings in recurrent expenditure of \$137,644.

Other savings identified in the service strategy will result in further reductions of \$52,482.

**LEGAL, POLICY AND RISK IMPLICATIONS**

Council's obligations to employees and other workers come from a variety of sources - federal, state and territory laws, industrial awards and agreements, tribunal decisions and contracts of employment. Council has a legal responsibility to comply with these various pieces of employment legislation that are identified in the Organisation Development Level 4 Systems Views. There are various offences and penalties that apply for breaches of the legislation through non compliance.

An important role of the Organisation Development Section is to ensure that Council minimises its risks of various offences and penalties that apply through non compliance of these pieces of legislation.

If Council considers alternative options to the recommendations within the service strategy, the following risks should be considered:

Risk	Risk Ranking	Proposed Treatments	Within Existing Resources?
Reduction in staff numbers within the Section may lead to customer dissatisfaction with level of service	High	Agreed levels of service meet customer requirements	Yes
Reduction in levels of service may lead to inadequate risk, safety & human resource	High	Service levels are supported by adequate numbers of qualified professional & specialist staff	Yes

management systems			
Reduction in provision of specialist advice may lead to non compliance with legislative requirements resulting in fines and reputation damage	High	Organisation Development continue to provide managers and staff with specialist advice to inform decision making	Yes
A further reduction in business improvement staffing would result in significant costs in resourcing of continuous improvement initiatives and meeting Council's sustainability review project commitments	High	Maintain an EFT of 1 position in staffing levels for Business Improvement	Yes

**SUSTAINABILITY IMPLICATIONS**

If Council considers alternative options to the recommendations within the Organisation Development Section Service Strategy, this may affect any increase in service levels identified in the sustainability review.

**CONSULTATION**

Extensive consultation has been undertaken with stakeholders to determine if Council should continue to deliver services provided by Organisation Development in the future, and if so, at what level and at what cost. Feedback has indicated that current service levels and delivery meet customer requirements. Our customers were unable to identify any services which they did not require.

Benchmarking was undertaken with both private and public sector organisations. The results indicated that resourcing levels within the Organisation Development Section were below that of other organisations with similar staff numbers.

**OPTIONS**

- Adopt the recommendations contained in the Sustainability Review – Organisation Development Service Strategy
- Amend the recommendations contained in the Sustainability Review – Organisation Development Service Strategy
- Council reject the recommendations contained in the Sustainability Review – Organisation Development

## Appendix C - Stakeholder Consultation - Workshop format

Service Package name:

Service Review Team:

Group/Section:

Action	Activity
Introduction and background	Introduce self and staff Purpose and goals - refer attached key messages How the workshop will be structured
Overview of the service package	Subject expert to provide general information about the service package
Key issues to explore	Explain: The purpose/benefit of this service? Where it links to Council's community strategic plan The drivers for us to control the service (legal, financial, operational) How is the service funded?
Outputs	List the key outputs of the service
Current level of service	Explain the current level of service – what is the rationale behind having this level of service
Discussion questions	How important is this service to you? 1 2 3 4 5 (1 = very unimportant, 5 = very important) How satisfied are you with this service? 1 2 3 4 5 (1 = very dissatisfied, 5 = very satisfied) Do you use these services? Do you believe that Council should deliver the service? What would you change in relation to the outputs, and how would you change it? What aspects of the service could you do without? What aspect of the service would you like to see more of? If Council no longer provided the service, are there other ways to meet the community's needs? Would you be prepared to pay/pay more for all or part of the service? If yes, what part of the service would you be prepared to pay more for and how much? If no, why not? What ideas do you have for ways Council can raise additional income in relation to this service? How could Council improve this service to increase usage?
Additional comments	Pull together any comments placed on the parking lot
Recap, questions and next steps	Discuss how we will provide feedback

## Attachment 9 – Survey Results – Rockdale City Council (NSW)

**Council Name:** Rockdale City Council  
**Date:** 5/12/2011

### Service Review Background

**What were the primary drivers behind the decision to undertake a review of services? e.g. financial sustainability, continuous improvement, asset planning, business excellence, etc.**

The primary driver behind the decision for Council – in particular the City Operations Department – to undertake a review of services was the fact that for the first time we had an operating budget deficit \$600k in 2009-10. The projections of this long-term on Council finances and implications on service delivery lead the General Manager to issue a directive across all of Council to review our services to find cost savings, explore income opportunities but without compromising the current levels of service to the community.

**Please briefly describe the terms of reference or scope of the service review. e.g. council-wide, selected services, selected processes, etc.**

A service review model was developed for and completed by 3 of the 4 Council Departments. The uptake of the review process was driven internal by each Department to varying degrees.

**When was your most recent review project undertaken, and how long did the project take?**

Open space mowing review, 2years to develop and implement.

### Management & Resourcing

**How were the reviews managed and resourced? e.g. internal steering group, review coordinator, staff teams, consultants, external facilitator.**

GM appointed a new committee from the Management Team called the Service Review Committee (Four managers HR, Finance, Operations, Chief Financial Officer) to focus across the organisation for business improvement areas.

From here, there was also Business Improvement Champions appointed per department to do the leg work.

**If you used internal resources for your review, how were review teams structured? What was their membership profile?**

Secondment of 2 internal staff as Council's full time Business Development Team for Department City Operations (2 years) – 1 Manager role, 1 Project Officer/Business Analyst role.

### Service Review Process

**Was a defined process used for conducting the reviews? Please provide an outline of the process.**

This in-house developed MS excel model is termed the 'Best Value Service Delivery Model'. It is a high-level service review tool which allows the Council to identify the main services provided by Council, align the services to Council's Strategic Directions and Outcomes, approximates the cost of service to deliver based on annual operating budgets, and produces a ranking of priority for which services should be reviewed first based on several criteria (opportunity for the service to reduce expenditure, increase income, commercialise or grow, adjust the level of service, improve asset utilisation).

**How was the process established? e.g. proprietary system, developed in-house.**

Developed in-house over 2 years.

**Was the process based on an existing business improvement methodology? e.g. Lean Six Sigma, PDSA, etc.**

No.

**Are the service reviews part of an ongoing continuous improvement program? If so, please describe.**

Yes. One project is selected from the Business Improvement Assessment Tool outcomes.

### Service Identification & Prioritisation

**How were the council's services identified for review and categorised? Please provide details of services.**

Through the Best Value Service Delivery Model, services were identified by Managers and coordinators, then reviewed with Team Leaders to agree on the list of services currently being provided by each Department.

Services categories by Department and grouped under 'Principal Activities' in line with DLG new integrated planning and reporting terminologies. Services also categorised/aligned to Council Management Plan Outcomes and Strategic Directions.

<p><b>How were the services prioritised or ranked for review? <i>What criteria were used?</i></b></p> <p>Via the Business Improvement Assessment Tool component within the Best Value Service Delivery Model.</p> <p>Coordinators and Managers assessed their services and rated them 'high 100%, substantial 80%, medium 50% low 20% minimal 1%' across 5 assessment criteria:</p> <ul style="list-style-type: none"> <li>– opportunity to increase income</li> <li>– opportunity for expenditure savings</li> <li>– opportunity to grow or commercialise the service</li> <li>– opportunity to adjust level of service</li> <li>– opportunities in asset utilisation</li> </ul> <p>The ratings produced a score which was then used to rank the service in terms of priority services for business improvement opportunities.</p>
<p><b>Stakeholder Engagement</b></p>
<p><b>How were internal stakeholders / staff involved in the reviews?</b></p> <p>Managers would discuss items for the Best Value Service Delivery Model and verify with Team Leaders and then upwards on the hierarchy with the Director for sign off at key stages of the Model.</p>
<p><b>Was there community consultation during the reviews? <i>How was this conducted?</i></b></p> <p>No.</p>
<p><b>What segments of the community were consulted? e.g. people with a particular interest in a service, existing community and user groups.</b></p> <p>N/A.</p>
<p><b>How were community needs incorporated in the reviews?</b></p> <p>Based on Coordinator and Manager experience through daily interaction with the community and addressing customer requests</p>
<p><b>Was the community involved in setting new service levels? <i>If so, please describe.</i></b></p> <p>No. Community could only benefit from increased level of service, as the GM directive was to not compromise current Levels of Service.</p>
<p><b>Was the elected council involved in the decision to undertake a review? <i>If so, describe how they were engaged (e.g. briefing, report, etc.) and the level of input that they provided.</i></b></p> <p>No, though brief at project completion. E.g. Open Space Mowing Review and Program Implementation presented at Councillor Information Session October 2011.</p>
<p><b>Was the elected council kept informed of the progress of the review? <i>If so, at what stages of the project?</i></b></p> <p>No.</p>
<p><b>Was the elected council required to make any critical decisions regarding the adoption of the review outcomes (e.g. allocation of resources, variation to service delivery, etc.)? <i>If so, please describe.</i></b></p> <p>No.</p>
<p><b>Information Gathering &amp; Benchmarking</b></p>
<p><b>What types of information and data were collected for each review? e.g. statutory requirements, current outputs, current levels of service, potential modes of service delivery.</b></p> <ul style="list-style-type: none"> <li>– Current workloads and outputs</li> <li>– Resource allocation (human, plant)</li> <li>– Asset values</li> <li>– Current levels of service</li> <li>– Annual operating budgets</li> </ul>
<p><b>Were any service areas benchmarked against external organisations or providers? <i>If so, please describe.</i></b></p> <p>As part of one of the projects which was prioritised and implemented as a result of it's ranking on the Best Value Service Delivery Model, RCC's Parks Mowing service was benchmarked against an external park maintenance contractor to Local and State Govt and came in within \$1000 more expensive.</p>

<b>Levels of Service</b>
<p><b>Were service levels reviewed? <i>If so, please describe.</i></b></p> <p>Service Levels were established as part of the review process in the Best Value Service Delivery Model.</p>
<p><b>Were there changes made to service levels as a result of reviews? <i>If so, please describe.</i></b></p> <p>Food inspections per annum increased from 250 to 1000 (increase of 300%) in service. Services levels for Open Space Mowing increased from 348 services per month to 412 services per month.</p>
<b>Modes of Service Delivery</b>
<p><b>Were alternative models of service delivery explored? <i>See examples below</i></b></p> <p>Yes, strategic-service alliances were explored.</p>
<p><b>Was service sharing with other councils considered? <i>Please provide details</i></b></p> <p>No.</p>
<p><b>Were strategic relationships formed with other government or non-profit bodies? <i>If so, please provide details.</i></b></p> <p>No.</p>
<p><b>Were joint ventures or partnerships with private enterprise considered? <i>If so, please provide details.</i></b></p> <p>Yes. See attached 'Strategic Alliances' brochure.  St George Region of Councils Joint Waste Collection Services Contract – Rockdale, Hurstville and Kogarah adopted a regional approach to tender for a waste collection contract saving \$24 million to Rockdale Council over the 10year term of the contract.</p>
<p><b>Was consideration given to community-run services or enterprises? <i>If so, please provide details.</i></b></p> <p>No.</p>
<p><b>Was consideration given to outsourcing services to external providers? <i>If so, please provide details.</i></b></p> <p>Yes. See comments above referring to benchmarking.</p>
<p><b>Were any new business or commercial enterprises to generate additional revenue identified? <i>If so, please provide details.</i></b></p> <p>Yes, RCC Commercial Waste Collection Business was previously operating at a level of negative cost of service to Council. A review of the service as part of the Best Value Service Delivery Model ranked this service in the top 10 of the City Operations Department. A well-planned, strategic and resourced approach to growing this service as a self-sufficient business saw the business turn around to a very profitable Council-run business from 2010-2011.</p>
<b>Implementation and Outcomes</b>
<p><b>Please describe the level of implementation of review recommendations.</b></p> <p>Projects which have been identified through the Business Assessment Tool have been implemented and become the new 'business as usual'.</p>
<p><b>Please describe the most significant outcomes from the review process. e.g. cost savings, efficiency gains, revenue generation, changes in service levels, introduction of new services, discontinuation of services, new modes of service delivery, etc.</b></p> <p>Productivity e.g. Open Space Mowing Review and New Program 18.3% increase in productivity equates to \$274,500 dollar value (able to deliver more services within current resources from adopting a programmed approach to service delivery, streamlining reactive work to 1 team, setting daily workload targets to reported back daily and monitored by Team Leader).  Cost Savings – see below.  Revenue Generation – see below.</p>
<p><b>What has been the overall financial benefit from the service reviews (if any)?</b></p> <p>Environmental Health Unit – \$40k reduction in net cost of service Parking Enforcement Unit – from \$400 to \$1.5million increase in net income Commercial Waste Collection Business – from annual loss of \$200k in net cost of service to \$250k net income</p>
<p><b>What have been the main benefits of undertaking service reviews? e.g. staff culture improvement, efficiency, rationalisation of services and service levels, financial sustainability, etc.</b></p> <p>Working towards a more sustainable approach to delivering services (based on a best-value approach)</p>

<p>Developing business acumen and an organisational mindset in supervisory staff (Team Leaders and Coordinators)</p> <p>Improvements in productivity, work efficiency and improved service levels – Additional 63 mowing services completed (mow mowing delivered) within existing resources due to a proactive and programmed approach to service delivery with daily work targets which has resulted in an estimated \$274,500 increase in productivity value of Parks Mowing Service, approximately equates to 230,000sqm of additional mowing and detailing to the community.</p>
<p><b>What were the lessons learnt? Would you do things differently in your next review project?</b></p> <p>Lessons learnt include:</p> <ul style="list-style-type: none"> <li>– Show that you respect the experience and knowledge of the staff that will undergo the service review by providing several opportunities to involve the staff in the development, implementation (trailing), review of the service</li> <li>– Change takes time – implementing change with a diverse group of people who have different work motivations and personalities means that there will be varying levels of buy-in and ownership of any service reviews.</li> <li>– People get onboard eventually with the new way of operation – be okay with varying levels of buy in and resistance.</li> </ul>
<p><b>How would you describe the perceived advantages and disadvantages of the approach you undertook in your review project?</b></p> <p>Advantages</p> <ul style="list-style-type: none"> <li>– a systematic approach that engages the key decision-makers in their respective services to share their perceptions on opportunities for improvement in their own services</li> <li>– Requires staff involvement, which in turn has improved their business acumen and business-mindedness in approaching service delivery.</li> <li>– A proven model for high level review of all Departmental/Council services, proudly developed in-house.</li> </ul> <p>Disadvantages</p> <ul style="list-style-type: none"> <li>– takes a lot of time to collect accurate data and change mindsets</li> <li>– impediments in current reporting systems adds to the time to collect data to enter in the Best Value Service Delivery Model</li> </ul>
<p><b>Are you aware of any other councils that have conducted service reviews? <i>If so, please list.</i></b></p> <p>Lake Macquarie Council</p>
<p><b>Do you have any other comments or observations regarding your service review project?</b></p> <p>No.</p>



## Attachment 10 – Survey Results – District Council of Tumby Bay (SA)

**Council Name:** District Council of Tumby Bay

**Date:** 27 January 2012

### Service Review Background

**What were the primary drivers behind the decision to undertake a review of services? e.g. financial sustainability, continuous improvement, asset planning, business excellence, etc.**

1. New CEO appointed – looking at whole of Council business & service delivery with a view to establishing a culture of continuous improvement
2. Seeking efficiency drivers in service delivery
3. Seeking financial sustainability
4. Whether workforce skills matched services
5. Preparation for competition with the emerging mining industry & affects that will have on availability of skilled staff to undertake services
6. Preparation for a shared services model/ MOU/ Agreement with 2 neighbouring Councils
7. Establishing service gaps & over laps with other service deliverers where possible.
8. Determine cost shifting from other levels of government.

**Please briefly describe the terms of reference or scope of the service review. e.g. council-wide, selected services, selected processes, etc.**

The Council is a small rural council and therefore a council wide approach was taken inclusive of all operational services. Administrative & Governance services will be reviewed in more depth in the future. This review focussed heavily on those areas utilising a large percentage of the budget.

The review commenced with a whole of staff survey & followed up with:

Cost analysis, service changes, plant & equipment & work practices review.

**When was your most recent review project undertaken and how long did the project take?**

The project commenced in Aug 2010 & was completed in Dec 2010

### Management & Resourcing

**How were the reviews managed and resourced? e.g. internal steering group, review coordinator, staff teams, consultants, external facilitator.**

Internally managed by CEO & Compliance Officer with an Executive Team as the reporting representative group. Whole of staff meetings were held and individual work group meetings too.

**If you used internal resources for your review, how were review teams structured? What was their membership profile?**

Review Management by CEO & Compliance Officer

Exec Group – Operational Manager & Supervisor. Administration – Manager & Environmental Services Manager (reporting & consultative group)

Whole of staff (26 persons) – consultative group & surveyed group by online confidential surveys.

### Service Review Process

**Was a defined process used for conducting the reviews? Please provide an outline of the process.**

1. Initial confidential survey (online)
2. Individual interviews
3. Consultative groups (Exec & whole staff)

**How was the process established? e.g. proprietary system, developed in-house.**

In-house development by CEO

<p><b>Was the process based on an existing business improvement methodology? e.g. Lean Six Sigma, PDSA, etc.</b></p> <p>No – past experience &amp; expertise of CEO with 20+ years experience in change management.</p>
<p><b>Are the service reviews part of an ongoing continuous improvement program? If so, please describe.</b></p> <p>Yes – KPI's established &amp; annual analysis of service delivery.</p>
<p><b>Service Identification &amp; Prioritisation</b></p>
<p><b>How were the council's services identified for review and categorised? Please provide details of services.</b></p> <p>Operational tackled first based on them being 75%+ of the annual budget spend.</p>
<p><b>How were the services prioritised or ranked for review? What criteria were used?</b></p> <p>Against budget spend – highest Dollars to lowest dollars spent.</p>
<p><b>Stakeholder Engagement</b></p>
<p><b>How were internal stakeholders / staff involved in the reviews?</b></p> <p>Confidential survey Individual interviews Whole of staff meetings Management meetings</p>
<p><b>Was there community consultation during the reviews? How was this conducted?</b></p> <p>Yes as a part of the Strategic Plan public consultation &amp; confidential survey (online &amp; manual) plus meetings with community groups (e.g. Progress Associations etc.)</p>
<p><b>What segments of the community were consulted? e.g. people with a particular interest in a service, existing community and user groups.</b></p> <p>Being a small community (2800 persons) whole of community was surveyed &amp; many attended the public meetings through the various groups such as Progress Associations etc.</p>
<p><b>How were community needs incorporated in the reviews?</b></p> <p>The survey &amp; meeting responses were considered by Management in developing the new Strategic Plan which then went under further public consultation and was also tested with a smaller focus group of interested persons (15 people) before being adopted by Council.</p>
<p><b>Was the community involved in setting new service levels? If so, please describe.</b></p> <p>No – undertaken by management after analysing all the information &amp; data.</p>
<p><b>Was the elected council involved in the decision to undertake a review? If so, describe how they were engaged (e.g. briefing, report, etc.) and the level of input that they provided.</b></p> <p>Yes – as a part of the CEO Performance Evaluation for the first 12 months. This involved the whole of Council. Through Council having community reps on its committees too service delivery is also regularly reviewed through the committee process. Recommendations from Committees are tabled before full council for consideration.</p>
<p><b>Was the elected council kept informed of the progress of the review? If so, at what stages of the project?</b></p> <p>Yes – informally after the monthly meeting.</p>
<p><b>Was the elected council required to make any critical decisions regarding the adoption of the review outcomes (e.g. allocation of resources, variation to service delivery, etc.)? If so, please describe.</b></p> <p>Yes – this is undertaken through the budgeting process.</p>
<p><b>Information Gathering &amp; Benchmarking</b></p>
<p><b>What types of information and data were collected for each review? e.g. statutory requirements, current outputs, current levels of service, potential modes of service delivery.</b></p> <p>Financial, any salutatory requirements, training gaps, skills gaps, service gaps, continuous improvement &amp; work practice suggestions for efficiency &amp; safety gains.</p>

<p><b>Were any service areas benchmarked against external organisations or providers? <i>If so, please describe.</i></b></p> <p>No – planning this as a part of the three Councils shared services model which is being contemplated.</p>
<p><b>Levels of Service</b></p>
<p><b>Were service levels reviewed? <i>If so, please describe.</i></b></p> <p>Not in any detail – mainly financial &amp; work practices utilised.</p>
<p><b>Were there changes made to service levels as a result of reviews? <i>If so, please describe.</i></b></p> <p>Mainly to the methods of delivering a service. No new services were introduced nor any ceased.</p>
<p><b>Modes of Service Delivery</b></p>
<p><b>Were alternative models of service delivery explored? <i>See examples below</i></b></p> <p>No not at this time – mainly methods &amp; work practice improvements were looked at. However through the three councils shared services arrangements being investigated this will utilise the work undertaken &amp; I expect alternative models of service delivery in the very near future.</p>
<p><b>Was service sharing with other councils considered? <i>Please provide details</i></b></p> <p>Yes – see above. Entering into shared services arrangements with 2 neighbouring councils.</p>
<p><b>Were strategic relationships formed with other government or non-profit bodies? <i>If so, please provide details.</i></b></p> <p>No</p>
<p><b>Were joint ventures or partnerships with private enterprise considered? <i>If so, please provide details.</i></b></p> <p>No</p>
<p><b>Was consideration given to community-run services or enterprises? <i>If so, please provide details.</i></b></p> <p>No – due to lack there of.</p>
<p><b>Was consideration given to outsourcing services to external providers? <i>If so, please provide details.</i></b></p> <p>Yes – mainly for the sewerage operations &amp; re-use of water. Investigations continuing.</p>
<p><b>Were any new business or commercial enterprises to generate additional revenue identified? <i>If so, please provide details.</i></b></p> <p>No</p>
<p><b>Implementation and Outcomes</b></p>
<p><b>Please describe the level of implementation of review recommendations.</b></p> <p>High.</p>
<p><b>Please describe the most significant outcomes from the review process. <i>e.g. cost savings, efficiency gains, revenue generation, changes in service levels, introduction of new services, discontinuation of services, new modes of service delivery, etc.</i></b></p> <p>Already cost savings &amp; time efficiencies evident &amp; safer work practices.</p>
<p><b>What has been the overall financial benefit from the service reviews (if any)?</b></p> <p>For example unsealed road construction costs have been reduced by \$3000 per km due to changed work practices &amp; other efficiency gains.</p>
<p><b>What have been the main benefits of undertaking service reviews? <i>e.g. staff culture improvement, efficiency, rationalisation of services and service levels, financial sustainability, etc.</i></b></p> <p>Staff culture improvements very evident</p> <p>Financial savings leading to better sustainability.</p> <p>Staff aware of continuous improvement needs.</p> <p>Council now leading a shared services investigation amongst the three Lower EP Councils.</p>
<p><b>What were the lessons learnt? <i>Would you do things differently in your next review project?</i></b></p> <p>I would engage external persons next time due to the workload involved &amp; independence. Could not do this on this occasion due to budgetary pressures.</p> <p>Next review I will focus more on individual services &amp; go more into detail &amp; depth. I expect this to occur as a part of the three</p>

councils shared services investigation to be undertaken by an independent person(s).

**How would you describe the perceived advantages and disadvantages of the approach you undertook in your review project?**

Being a new CEO & Council never having undertaken such an exercise in the past it was something the staff really embraced (e.g. 100% return for the online survey, 100% attendance at the consultative meetings – some in Council time & some in the staffs own time). Morale has improved throughout the whole staff. Individual staff have taken on more responsibility & ownership. The culture of the organisation is slowly changing for the better.

Disadvantages: - heavy workload on some of the management was an issue & their inexperience in this area did cause some individual embarrassment (i.e. professionally). Implementation has been good but could be better managed – but again management staff lack the experience & skills – hence need more training & coaching. CEO (me) has learnt to be more patient.

Next review will be easier as staff are aware of the process.

**Are you aware of any other councils that have conducted service reviews? If so, please list.**

Yes – DC Ceduna – whilst I was CEO there and also since me leaving in January 2010 the new CEO has conducted a review with external assistance.

**Do you have any other comments or observations regarding your service review project?**

All good businesses should undertake annual review of certain services but undertake an overall organisational review each 3 – 5 years. That is my belief and something I have practiced in the past 20 years.



## Australian Centre for Excellence for Local Government (ACELG)

ACELG is a consortium of universities and professional bodies that have a strong commitment to the advancement of local government. This research was funded through the ACELG Research Partnership Program, established to assist councils and tertiary institutions conduct research that will benefit local government and build research capacity in the sector.

[www.acelg.org.au](http://www.acelg.org.au)



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