

Moira Shire Council

Service Planning Framework Policy

Policy type	Council
Version Number	2.0
Responsible Director	Director Corporate Performance
Responsible Officer	Manager Governance, Risk & Performance
Date adopted by Council	24 July 2024
Scheduled for review	This policy will be reviewed four years from the date of adoption, or sooner if required.

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Administrative changes do not materially alter the document (such as spelling/typographical errors, change to the name of a Council department, a change to the name of a Federal or State Government department). Administrative updates can be made in accordance with the Policy Framework Guidelines.

PURPOSE

The purpose of this policy is to establish a 'Service Planning Framework' which supports Council, and each service to:

- Develop a clear understanding and agreement on the purpose, scope and desired outcomes of each service, consistent with Council's Strategic Objectives and long-term financial sustainability targets.
- Ensure services comply with Government legislation, regulations and frameworks, and are delivered consistent with Council policies.
- Assist in understanding the true cost, resources and benefits as well as the impact on long-term sustainability of delivering the agreed services to the community.
- Develop an evidence-based approach to assess the level of community need and agreed standards for the service being delivered and consider if changes are needed to current service provision levels or if additional/different services are required.
- Clarify 'Council's role' (refer Council Role Continuum below) in the service and determine if Council is the most appropriate and cost-effective service provider. Identify if the community has access to other services or programs which could better meet their needs.
- Consider, and as required seek, community/service users' feedback about the adequacy and satisfaction levels in responding to agreed needs and expectations.
- Assess and monitor the effectiveness, efficiency and quality of the service delivery model.
- Identify service resource requirements for the longer term and consider what impact, if any, this will have on Council's long-term financial sustainability, including asset management.
- Consider, and if necessary, take steps to manage risks and community impacts associated with delivering (or not delivering) the service.
- Ensure services have appropriate measures in place to maintain key business activities, resources and services throughout a disruptive incident and minimise any adverse effects to the community or Council.
- Ensure that services are being delivered in a responsible, prudent and cost-effective manner, providing value for ratepayer money, consistent with Best Value Principles (Local Government Act 1989)

SCOPE

The Service Planning Framework applies to all current and proposed services for which Council is directly or indirectly responsible.

DEFINITIONS

Term	Definition
Service	A group of programs, activities and projects which collectively aim to achieve agreed outcomes or objectives and are primarily focussed on external recipients.
Service Level	The amount of activity (or standards) provided by a service. This may include quantitative descriptors of quality standards and qualitative statements outlining minimum standards.
Service Model	Describes the activities of a service and how, where and when they are delivered.
Service Demand	The demand for services generally projected out over a 10-year timeframe as part of the Service Planning Framework. Services can be neutral, in decline or growing. Their demand level is not a measure of efficiency or effectiveness.
Project	An activity which either delivers services or programs but has a clearly defined start and end point and identifiable milestones and achievements.
Sustainability	Financial resources required to deliver the services into the long-term.
Service Performance Principles (<i>Local Government Act 2020</i>)	<p>The Service Performance Principles are:</p> <ul style="list-style-type: none"> • Services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community; • Services should be accessible to the members of the municipal community for whom the services are intended; • Quality and costs standards for services set by the Council should provide good value to the municipal community; • A Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring; • Service delivery must include a fair and effective process for considering and responding to complaints about provision service.

POLICY STATEMENT

Council has a strong commitment to continuously plan, review and improve its services. In line with the Service Performance Principles (*Local Government Act 2020*), Council will ensure community expectations and standards are met in a cost-effective manner, and that agreed service outcomes are aligned to Council's long-term strategic objectives and comply with relevant legislation and policy.

Council's approach to service planning will be informed by the Council Plan and 2035 Community Vision.

Policy Implementation

Council's 'Service Planning Framework' will be progressively applied across all Council services, on a rolling five-year planning schedule. The five-year planning schedule will be reported via the Audit and Risk Committee and approved by Council.

The criteria used for prioritising services for the implementation of the 'Service Planning Framework' include:

- Council or CEO Directive;
- Financial pressures and considerations, including withdrawal or changes to external funding arrangements;
- Legislative or regulatory changes;
- Evidence of changing demands or priorities for services, including consumer and community feedback;
- Opportunities for improved (or new) service provision; and
- Organisational capacity, workloads and complementary activities.

Council Engagement

Engagement processes will be held with Administrators as part of the development of the Service Planning Framework and development of each Service Review. Administrators will be provided with documentation, and their guidance sought following the completion of:

- Service Planning – for guidance on the preferred strategic service direction and key recommendations; and
- Service Review – upon completion of a draft Service Review, for guidance on the proposed changes to levels of service arising from a Service Review, including cost and resources.

Roles and Responsibilities

The Directors have the overall responsibility, in consultation with the Manager Governance, Risk and Performance, for ensuring the quality and timely completion of service plans.

Implementation, Review and Reporting of Service Plans

Implementation of the 'Service Planning Framework':

- Service plans will be developed in accordance with this Policy and the prescribed templates and guidelines issued by the Manager Governance, Risk and Performance. They will then be presented to the Executive Leadership Team (ELT) for feedback, and then to the CEO for preliminary endorsement before being presented to Council for final consideration and approval.
- As part of the planning process for each service, future service options will be prepared, and each service will have a five-year Service Plan which captures any required changes to the service. This Service Plan will consider any future assets, workforce planning, collaboration, management requirements, partnerships with key stakeholders, and consider the long- term financial sustainability of Council.

Implementation of Service Plans

- Any Service Plan which requires changes to existing services should undergo appropriate community and/or stakeholder engagement before implementation, in accordance with Council's Community Engagement Policy.
- Following approval or adoption of a Service Plan, service managers will be responsible for the ongoing implementation, review and progress reporting.
- Implementation of Service Plans will form part of Directors' and Managers' Strategic Performance Objectives.

Council Role Continuum

The following terms and definitions will be used to define the role that Council may have in service delivery as Service Plans are developed, this clearly articulates Council's role and commitment in the provision of services.

Term	Definition
No Role	The Council chooses not to have a role in relation to a particular service or activity.
Information Channel	Information about a service or activity of other bodies is channelled by the Council through, for example, brochures in Council offices and other public spaces, links to the other bodies' websites etc.
Advocate	The Council may advocate to another government or other organisation for certain things to happen; this could range from a single event (such as writing to a Minister) through to an ongoing campaign.
Participant	The council will participate in working groups, discussions facilitated by others and understand how this relates back to Council's role.
Facilitator	A step further from advocacy where the Council may try to bring parties together to work out a solution to an issue affecting the Council area.
Agent	Typically, this would involve the Council delivering a service, funded by a government agency, that is, or likely to be regarded as, the responsibility of another government.
Part Funder	The Council either provides funding to another body to meet part of the cost of that body providing a function/service activity or receives funding from another body (usually a government agency) to meet part of the cost of the Council delivering it.
Asset Owner	As the owner (or custodian) of an asset (road, footpath, building, playground etc.), the Council has responsibility for capital, operating and maintenance costs.
Regulator	The Council has legislated roles in a range of areas which it is required to fund from its own funds (apart from fees for cost recovery government grants).
Service Provider	The full cost (apart from fees for cost recovery, government grants etc) of a service or activity is met by the Council.

MONITORING AND EVALUATION

Service Managers will be required to prepare annual progress updates on the implementation of approved/adopted Services.

RELATED LEGISLATION

Local Government Act 2020

RELATED POLICIES AND PROCEDURES

Service Profile Template
Service Planning Framework
Community Engagement Policy
2035 Community Vision
Council Plan
Performance Reporting Policy

REFERENCES

VAGO Report – Delivering Local Government Services 2018
Local Government Performance Reporting Framework (LGPRF)

DOCUMENT REVISIONS

Version	Summary of Changes	Approved by	Date
1	Original Policy adopted	ELT	12 October 2021
2	Revised Policy adopted	Council	24 July 2024