

Service Level Planning Framework

Yarriambiack Shire Council encourages a working environment which promotes gender equality and models non-violent and respectful relationships.

1. Objective

The purpose of this Service Level Planning Framework (the Framework) is to comply with the *Local Government Act 2020*, as it prescribes the objectives and functions of a municipal council. Section 106 (1) of the Act states that:

“a Council must plan and deliver services to the municipal community in accordance with the service performance principles.”

These Service Performance Principles underpin Council’s Service Level Planning Policy and this Framework.

This Framework documents how the Service Performance Principles and the Policy apply to the Services offered by Council.

1.1 Purpose

The purpose of this Framework is to:

- Determine the purpose and desired outcomes of each Service, in line with the Community Vision and Council Plan
- In instances where Services may not align with the Community Vision or Council Plan, investigate reasons for any differences and determine Council’s role and commitment in delivering the Service moving forward.
- Ensure Services meet the requirements of relevant Federal and State Government legislation, regulations and frameworks, and are delivered consistent with Council policies.
- Determine the level of community need and standards for the Service being delivered and consider if changes are required to current Service levels or if additional/different Services are required.
- Clarify ‘Council’s role’ in the Service, determine if Council is the most appropriate and cost-effective agency to deliver the Service, and identify if the community’s capacity to access other Services or programs external to Council would better meet their needs.
- Consider, and as required seek, community/Service user’s feedback about the adequacy and satisfaction of Services in responding to needs and expectations.
- In considering Service user’s needs and expectations, ensure Services are being delivered in accordance with Council’s reporting benchmarks.
- 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 sustainability.
- 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 business interruption and minimise any adverse effects to the community or organisation.
- Ensure that Services are being delivered in a responsible, prudent and cost-effective manner, providing value for ratepayer money.

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| Name Procedure – Service Level Planning Framework | This Document is Uncontrolled when Printed | Responsible Officer: Chief Operating Officer | |
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- Ensure that Services have regard to, and meet the Best Value Principles, as outlined in the Local Government Act 2020 (s.106).

2. Responsibility

The responsible Manger has the overall responsibility for ensuring the quality and timely completion of Service Level Plans.

Service Level Plans will then be reviewed and endorsed by the Chief Executive Officer (or delegated to Chief Operating Officer for review) before the relevant Manager presents their Service Level Plans to Council during the annual budget preparation and approval process.

3. Service Level Planning

The objectives of Council's Service Level Planning Framework is to:

- Develop a clear understanding and agreement on the purpose, scope and desired outcomes of Council's Services.
- Identify Service provision demands, needs, trends and changes to ensure Services continue to meet Council, community and organisational need, and understand the implications these have on both current and future Service delivery.
- To clearly articulate whether Services are provided as a statutory requirement or at the discretion of Council.
- To clearly demonstrate the benefits of Council providing the Service.
- To develop an accurate forecast of the likely future costs associated with the delivery of individual Services (including resources), to support long-term financial planning, including:
 - New and upgrade capital works planning
 - Renewal demand
 - Assets and the resources required to support the provision of the Service.
 - Support Council decision making with regards to:
 - The range, intent and scope of Services Council provides
 - Resourcing Services to achieve the community's long-term vision and aspirations, as outlined in the Community Vision.
- Inform sustainable financial planning of Council's budget and capital works program relative to supporting Council's Service provision. Service Level Plans will inform asset management and planning, in accordance with the MAV STEP Program.
- To explore a range of funding options to support Service delivery.
- Establish a process for the regular review of the Service delivery approach.
- Develop an evidence-based culture and commitment to regularly reviewing Service delivery in a collaborative manner, consistent with the Community Vision.

3.1 Service Performance Principles

The *Local Government Act (2020)* as identified in s.106, set of principles that underpins service planning. The Act indicates that Council must plan and deliver services to the community in accordance with the Service Performance Principles. The Service Performance Principles are:

- 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;

- d) a Council should seek to continuously improve Service delivery to the municipal community in response to performance monitoring;
- e) Service delivery must include a fair and effective process for considering and responding to complaints about Service provision.

3.2 Prioritisation and scheduling services

This Framework will be progressively applied across all Council Services and prioritised based on:

- 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 customer and community feedback
- Opportunities for improved (or new) service provision
- Organisational capacity, workloads and complementary activities.

The annual program of Service Level Plans will be developed with input from Councillors and the Leadership Team.

3.3 Implementation of Service Level Plans

Service Level Plans shall be developed in accordance with this Framework, the Service Level Planning Policy and the prescribed templates and any guidelines.

Following approval or adoption of a Service Level Plan, responsible managers will be responsible for the ongoing implementation, review and progress reporting. Service Level Plans may cover responsibilities across a number of Departments and Function Areas, and will specify responsibility against each action.

3.4 Council Engagement

Three major engagement processes will be held with Councillors as part of the development of each Service Level Plan. Councillors will be provided with documentation and their guidance will be sought following the completion of:

- Service Level Planning Stage 1 (Service Description) – for guidance on the proposed new Service scope and service outcomes, including areas of interest for further investigation or consideration.
- Service Level Planning Stage 2 (Service Analysis) – for guidance on the preferred service direction and key recommendations.
- Completion of draft Service Level Plans Stage 3 (Service Level Plan) – for adoption of the annual Service Level Plan.

Additional guidance with Councillors may be undertaken during the development of Service Level Plans as requested by Councillors or as required, including Councillor Portfolio briefings.

Any Service Level Plan should undergo appropriate community and/or stakeholder engagement before implementation, in accordance with Council's Community Engagement Framework.

3.5 Adoption or approval Service Level Plans

Service Level Plans will be presented to Council for adoption at the conclusion of the Service Level Planning process, which is typically 31 March 2023.

3.6 Review of Service Level Plans

Approved or adopted Service Level Plans will be reviewed and updated by Responsible Managers on an annual basis. Reviews shall have regards to, among other things:

- any withdrawal of government grants or funding for the Service
- financial implications (particularly where there are financial pressures)
- customer / community feedback
- evidence of changing community needs
- A service is due for a major contract renewal and/or investment
- new or innovative opportunities
- legislative changes
- changes in the Council Plan

Each Service will undergo an in-depth review and redevelopment in accordance with the 'Service Level Planning Framework' and any supporting materials.

3.7 Monitoring

Council will demonstrate value for money through financial performance and sustainability reporting in both our Annual Report and Local Government Performance Reporting.

Council will also collaborate with other Councils and Governments and statutory bodies to monitor and improve the level of Services performance.

The key performance metrics may include:

- A more engaged and empowered community,
- Increased levels of community satisfaction,
- Defined and documented Service levels,
- Alignment of Service levels, community need, and financial capacity,
- More engaged and empowered Council staff,
- Partnerships and networks with other local governments and Service providers,
- A more systematic, whole of Council approach to Service delivery,
- A set of measures to monitor Service performance.

4. Related Policy Documents and References

- Local Government Act (2020) s.106
- Yarriambiack Shire Council Plan 2021-25
- Yarriambiack Shire's Community Vision

5. Review Cycle

This Framework is to be reviewed every three years.

6. Definitions

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| Council | means Yarriambiack Shire Council, being a body corporate constituted as a municipal Council under the Local Government Act 2020. |
| Service | means a group of programs and projects primarily focused on external recipients, which collectively provide support or guidance |

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| | to the community in order to achieve the objectives of Yarriambiack Shire's Vision and the Council Plan. |
| Service Level Plan/Planning | means a process by which to assess, review and set the strategic direction for a Service. It takes the longer-term strategic direction and converts it into a plan for the short to medium-term. |
| Service Outcomes | means the broad population-based results/objectives a service is intended to achieve. |
| Service Performance Principles | means a set of principles that underpins the Local Government Act (2020) as identified in s.106. Council must plan and deliver Services to the community in accordance with the Service Performance Principles. |

7. Consistency with Governance Principles Local Government Act 2020

| Governance Principle | Section of policy where covered |
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| (a) Council decisions are to be made and actions taken in accordance with the relevant law; | Section 3.1 - Service Performance Principles |
| (b) priority is to be given to achieving the best outcomes for the municipal community, including future generations; | Section 1 - Objective |
| (c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted; | Section 3 - Service Level Planning |
| (d) the municipal community is to be engaged in strategic planning and strategic decision making; | Section 3 - Service Level Planning |
| (e) innovation and continuous improvement is to be pursued; | Section 3.7 - Monitoring |
| (f) collaboration with other Councils and Governments and statutory bodies is to be sought; | Section 3.7 - Monitoring |
| (g) the ongoing financial viability of the Council is to be ensured; | Section 3 - Service Level Planning |
| (h) regional, state and national plans and policies are to be taken into account in strategic planning and decision making; | Section 4 - Related Policy Documents and References |
| (i) the transparency of Council decisions, actions and information is to be ensured. | Section 3 - Service Level Planning |

In giving effect to the overarching governance principles, Council will take into account the following supporting principles—

- (a) the community engagement principles;

- (b) the public transparency principles;
- (c) the strategic planning principles;
- (d) the financial management principles;
- (e) the Service Performance Principles.

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| Adopted: | CEO Approved Date | CEO Name | CEO Signature |
| Reviewed: | CEO Approved Review Date | CEO Name | CEO Signature |
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