

## Attachment A

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# Service Review Plan

## Service Review Background

Wagga Wagga is the largest inland regional city in NSW and is planning for a long-term population of 100,000 people by 2040. The city will need to provide an additional 14,000 homes to support this target. A mix of new greenfield development, infill and urban renewal is required to provide these outcomes. The key outcome identified in the Wagga Wagga Local Strategic Planning Statement is to find the balance between growth, the natural environment, sustainability and liveability. Growth is directly linked to future business and service capacity. Opportunities exist for connecting current and new service and employment areas with residential areas to meet future demand and expansion.

Expansion or infill across the city must be adequately serviced and detailed planning and investigation will be required to identify and prioritise opportunities. The city will be led by, and dependent on, additional employment or industry to drive expansion and growth.

Supporting key industries across the city is imperative to ensure Wagga Wagga continues to grow and attract new business, services and investment. This includes protection from encroaching sensitive uses where required. A buffer area has been identified around some of the key industry and cluster areas to ensure adequate assessment on impacts is undertaken if development is proposed in these areas.

Growth provides unique challenges for a city like Wagga Wagga. The community values heritage and urban design elements that form the urban character of the city. Where change is proposed or supported, this can threaten and challenge those values. Wagga 2040 supports the value and our community's appreciation of existing significant urban characteristics and features and will, where significant value exists, seek to protect and enhance this value and character. The natural assets on which our city was founded continue to add value to our community's lifestyle choices and liveability, but they also present significant hazards and risks that must be planned for and protected against. The Murrumbidgee Riverine corridor bisects the city and risks and dangers to the city and community will be managed to guide future opportunities and manage existing liabilities. Wagga 2040 sets out principles for Council decision making including: connectivity to the central core, accessibility to services and community facilities to ensure growth is financially and environmentally sustainable.

The Development Assessment and Building Certification Division of Council is responsible for the provision of quality planning and development initiatives, processes and services, including managing Council's development application (DA) assessment processes, and building and plumbing certification services for the City. Council has requested a detailed Service Review is undertaken to ensure the long-term sustainable provision of these services in the most efficient manner.

## What are the Service Review Objectives?

The core objectives for Council in undertaking the Service Review are:

- Reviewing the structure, resources and levels of service to determine if they are meeting Council and community expectations including alignment with Council's strategic plans and assure stakeholders that its planning and development services work effectively.

- Continuing to move the organisational culture to a “can do” attitude and approach. By creating an expectation of best practice service delivery, Council is empowering its staff with the tools and processes to make better decisions and service improvements.
- Embedding the realisation of continuous improvement. In providing an environment where continuous improvement to service delivery is expected, staff are encouraged and supported to identify opportunities to make Council services the best value for its community.
- Identifying a clear set of recommendations on proposed changes following each service reviewed. These recommendations will include, as a minimum, consideration of options for efficient service delivery which may include costs, process, resourcing and delivery changes together with support for change management.
- Assisting to inform Councillors, the community and Council staff on what, how and why Council delivers the service. It endeavours to answer questions surrounding the need to provide the service, service delivery alternatives such as contracting resources, outsourcing some activities, joint delivery with other Councils, what can be provided at what cost and whether any efficiencies can be found.

## What is the Scope of the Review?

The services provided by the Development Assessment and Building Certification Division are detailed in Attachment One for the current three functional areas of the Division: Development Assessment; Planning Administration; and Building Certification.

Areas In Scope	Areas Out of Scope
Performance of the Development Assessment and Building Certification Division with regards to current service levels, sector wide benchmarks and external trends	Services provided by the Compliance Group which is currently reporting to the Director, Community and will be subject to a separate review with the Regulatory Group.
Review and benchmark timelines for all services provided by the Division where possible	Any services provided by other groups within Council (such as infrastructure contributions planning and administration) which are necessary inputs to the services provided by the Division. Any such dependencies will be noted but will not be reviewed in detail.
Review supporting systems, processes, procedures and policies together with ways of working, including any relevant dependencies	Potential function or structural changes that are broader than the Development Assessment and Building Certification Division. This Review may assist any consideration of broader change across Council but is focused on this Division only.
Analyse any additional current issues and opportunities within the Division to meet the objectives of the Review	
Review and benchmark the Division structure and employee salaries	

Areas In Scope	Areas Out of Scope
Review and benchmark levels of support within the team or Council to meet the service levels agreed to be provided and expected by stakeholders	
Once Review findings and recommendations are agreed, undertake a Zero-Based Budgeting Process for the Division with the Finance Office	

## Guiding Principles and Dependencies

- While Service Reviews are primarily focused on customer and external stakeholders' perspectives as the driver of how a service is to be provided, this Review acknowledges that people are key to the provision of the Division's services and our employees' views, ways of working and well-being are important. Further, the Division's definition of 'customer and external stakeholder' should be articulated and includes a broad range of interests that may not be directly involved in any particular transaction.
- Recommendations should prioritise changes that ensure continued service delivery and can be made at minimum cost. Although the Review starts with 'a blank page', reworking what we already have is likely to facilitate outcomes more effectively than a complete overhaul of the Division.
- Recommendations should prioritise changes that are within Council's control, taking into account external trends and factors such as the current tight labour market where possible.
- The Review should facilitate 'quick wins' and continuous improvement changes that can be undertaken at the same time as the Review progresses. This will assist staff to contribute to the Review, facilitate good change management and improve service delivery.
- Where the Division's services are dependent on other service providers or external factors (for example, the NSW Planning Portal or Council's Contributions Team), these will be noted for further investigation where appropriate.

## What are the high-level Risks?

Risk	Mitigation
Division employees are required to contribute to the Review as well as continue their 'business as usual' activities when workloads are high with a number of vacancies across the Division, resulting in limited capacity to engage and deliver long-term improvement in services	Identification of 'quick wins' and activities which can be stopped or put on hold as the Review progresses to ease workloads and provide opportunities to participate in the Review together with use of short term external resources Set clear expectations for longer term outcomes of the Review

Risk	Mitigation
Definition of services and stakeholder together with expectations of stakeholders are unclear resulting in Review findings and recommendations not appropriately addressing all issues and meeting expectations	Clearly document and agree services with employees including basis of service (eg legislation) together with analysis of weekly and monthly activities to ensure all Division activities are captured within the services to be reviewed Service Review Plan to be agreed by Council Executive
Improvement in services is dependent on collaboration with and input from a number of other areas within Council or externally	Service Review Plan to be agreed by Council Executive Set expectations that Review may recommendation further work be done with dependencies
Implementation and effectiveness of any recommendations and Timeframes for the Review may be affected by internal factors including: employees not being supportive of proposed changes; dependencies with other area resources (eg contributions, building compliance)	Set clear expectations for longer term outcomes of the Review. Clear open communication channels, results of pulse survey, delivery of quick wins and agreed plan and achievable timeframes  Ensure Review identifies dependencies early and engages with those teams throughout the Review to agree recommendations and any further work to be undertaken
External factors, such as the tight labour market and Council elections, may limit the ability to agree and implement recommendations	Ensure Review identifies and considers external factors and prioritises recommendations that are within Council's control

## Review Team Structure

The composition of the Review Team ensures that an appropriate level of knowledge and objectivity is available. The Review Team will run the review and will engage with stakeholders, gather information, benchmark, analyse options, monitor and report on progress and prepare recommendations.

Progress on recommendations are to be recorded in Council's Records Management system, with the Review Team responsible for establishing the system and providing regular reports to the Steering Committee highlighting the progress of implementing recommendations.

Full Name and Position	What is their primary role on this Project?	Where are they from?	Name of authorising supervisor?
Rebecca Fox	Review Director	Development Assessment and Building Certification Division	General Manager

<b>Full Name and Position</b>	<b>What is their primary role on this Project?</b>	<b>Where are they from?</b>	<b>Name of authorising supervisor?</b>
Project Director, Regulatory Planning and Reform		Council	
Rubee Webb Executive Assistant Regulatory Planning and Reform	Review Team Member	Development Assessment and Building Certification Division Council	Project Director, Regulatory Planning and Reform
Nicole Johnson, Reece Hamblin, Meredith Hester	Review Team Members	Governance Division Council	Chief Operating Officer
Shay Lucas	Review Team Member	Finance Division Council	Chief Financial Officer
Megan Bett	Review Team Member	People and Culture Division Council	Executive Director People and Culture
External representatives to be nominated by Industry and another Council in consultation with Council's General Manager	Input and review as required		

## **Steering Committee**

The Steering Committee will consist of the Executive Team and will provide overall direction and leadership for the Service Review process. The Steering Committee will approve priorities and schedules, give strategic input and endorse recommendations and final reports.

## **Evaluate the Change**

An evaluation plan will be developed prior to completion of the Service Review.

## Confidentiality

Stakeholders involved in the Service Review must ensure that all information in relation to the review and council operations remains confidential, except information that is in the public domain. This includes the content of all reports and documents and any supporting information provided by Wagga Wagga City Council or third parties and the outcomes of the Review process, including Council recommendations.

## Timeline

TIMELINE - 2024	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
<b>PHASE 1 - INITIATION</b>								
ESTABLISH PROJECT TEAM & GOVERNANCE	█							
DEFINE EXISTING SERVICES	█							
DRAFT PROJECT PLAN	█							
PLANNING & DEVT TEAM INPUT	█	█						
CONSULTATION INTERNAL STAKEHOLDERS	█							
APPROVE PROJECT PLAN		★						
<b>PHASE 2 - SERVICE REVIEW</b>								
CONSULTATION EXTERNAL STAKEHOLDERS		█						
DATA GATHERING	█	█						
PERFORMANCE MONITORING & BENCHMARKING	█	█						
EXPLORE ALTERNATIVE SERVICE PROVISION	█	█						
'QUICK WINS' IDENTIFICATION AND IMPLEMENTATION	█	█						
<b>PHASE 3 - APPROVALS</b>								
REVIEW DRAFT FINDINGS & RECOMMENDATIONS			█					
APPROVE FINAL REPORT & IMPLEMENTATION PLAN				█				
<b>PHASE 4 IMPLEMENTATION</b>								
IMPLEMENTATION PLAN PROGRESS & REPORTING				█				
CHANGE MANAGEMENT & EVALUATION		█				█		

## Stakeholder Engagement

The following stakeholders will be consulted as part of the Review. This list will be reviewed and updated as the Review progresses.

Local Member of Parliament
Councillors
Council General Manager and Executive
Other Divisions of Council
Development Industry and other users of the Services
Unions Development and Environmental Professionals Association United Services Union Local Government Engineers Association

Local Associations  
Committee for Wagga  
Business Chamber

State Government and other Statutory Entities  
Department of Planning, Infrastructure and Housing  
Office of Local Government  
Riverina Water