

10.7. Service Review Framework

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ATTACHMENTS	1. North Sydney Council Service Review Framework [10.7.1 - 32 pages]
CSP LINK	5. Our Civic Leadership 5.2 Strong civic leadership and customer focussed services 5.4 Council services are efficient and easy to access

PURPOSE:

The purpose of this report is to present Council with the Service Review Framework.

EXECUTIVE SUMMARY:

- All Councils in NSW are required to undertake systematic reviews of their services under the Office of Local Government Integrated Planning and Reporting (IP&R) Guidelines.
- In response to this requirement and Council's ongoing commitment to continuous improvement, a draft Service Review Framework was developed and presented to Council's Executive Leadership Team (ELT) in July 2024.
- A pilot service review was then undertaken to apply and refine the draft framework. The updated framework (attached) was subsequently adopted by the ELT in February 2025.
- The framework is based on the UTS Service Review Guide and incorporates Kaizen and Design Thinking methodologies to build a Council-wide culture of continuous improvement through collaborative problem-solving, quick wins, and a service excellence mindset.
- Continuous improvement through the framework is viewed through the four dimensions of the Balanced Scorecard (learning and growth, internal processes, customer experience, and financial perspective) along with sustainability.
- The ELT has nominated three service areas for review for 2025-2026. These are Governance, Tree Management, and Environmental Health and Building Compliance.
- The proposed four-year Service Review Program is included in the draft Delivery Program 2025-2029 which is presented to Council in a separate report.
- A service review evaluation report will be provided to Council's Audit, Risk, and Improvement Committee (ARIC) and Council in November/December each year to summarise the benefits realised through implementation of service review recommendations.

RECOMMENDATION:

- 1. THAT** Council receive and note the Service Review Framework report.

Background

In July 2024, the Executive Leadership Team (ELT) endorsed a draft Service Review Framework with the intention that Council's (NSC) service reviews be undertaken internally by its Organisational Performance team, in collaboration with the relevant service unit. This approach allows impartiality to be maintained while engaging service units to identify their challenges and develop workable solutions.

Following a service review pilot in Q1 and Q2 of 2024-2025, the framework was refined and subsequently adopted by the ELT in February 2025. This report provides an overview of the main elements of the Framework.

Council services

A service is an end-to-end process (or group of processes) that delivers a specific outcome to an internal or external customer. Some services are comprised of multiple activities that work together to deliver the outcome. These are referred to as service activities.

NSC currently has 16 service units (plus the Office of the CEO and Legal Counsel) that provide 74 services, with 205 associated service activities. The complete service catalogue is provided at the end of the attached Service Review Framework.

To achieve a wholistic and comprehensive understanding of the role and value of each service, reviews will generally occur at the service unit or service level. However, this framework can also be applied to reviews at the service activity level (if required).

Proposed service review program

NSC will operate under a four-year service review program with a minimum of two reviews to be undertaken each financial year.

The following four-year service review program is proposed.

Year	Service Reviews
2025/26	<ul style="list-style-type: none">• Corporate Governance• Tree Management• Environment and Building Compliance
2026/27	<ul style="list-style-type: none">• Residential Waste and Recycling• Parks and Gardens Management
2027/28	<ul style="list-style-type: none">• Events• Sustainability Services
2028/29	<ul style="list-style-type: none">• Trade and Fleet• Community Development Services

Figure 1: Proposed four-year service review program

Roles and responsibilities

The table below outlines the key roles and responsibilities for delivering NSC's service reviews.

Area	Responsibilities
Council	<ul style="list-style-type: none"> • Adoption of Service Review (SR) program via adoption of the Delivery Program and Operational Plan • Approval of recommendations that involve a reduction in a service or additional costs outside of the existing budget
Audit Risk & Improvement Committee (ARIC)	<ul style="list-style-type: none"> • Review progress updates and provide advice as required
Executive Leadership Team (ELT)	<ul style="list-style-type: none"> • Framework adoption • Development of the schedule and program • Define scope for each review • Approval of recommendations that do not require Council approval • Review of recommendations that require approval from Council • Allocation of resources
Service Unit Director	<ul style="list-style-type: none"> • Approve design thinking problem statements • Approve recommendations and implementation plan prior to circulating to ELT and service unit • Meet with relevant stakeholders when required
Service Review Coordinator (SRC) Staff from Organisational Performance	<ul style="list-style-type: none"> • Coordinate internal service reviews • Collaborate with service unit staff, service unit stakeholders and other Councils to gather relevant data including benchmarking • Generate insights and problem statements • Report on implementation progress
Service Review Group Service Unit Manager Team Leader/Supervisor (if applicable)	<ul style="list-style-type: none"> • Vet problem statements • Vet and implement quick wins • Liaise with relevant stakeholders when required
Design Thinking Team Service Unit staff Staff from other Service Units (2-3)	<ul style="list-style-type: none"> • Ideate solutions to problem statements • Identify additional issues • Develop and refine recommendations

Figure 2: Service Review Roles and Responsibilities

Timeline

The service review timeline (Figure 3, below) aligns with the Integrated Planning and Reporting (IP&R) cycle. If there are significant changes proposed following a service review (e.g., service reduction or service cost increase outside of the annual budget), then the recommendations will generally be presented to the Council for approval to exhibit with the draft Operational Plan in May 2025. Approved changes will take effect on 1 July 2025 with the new Operational Plan and Budget.

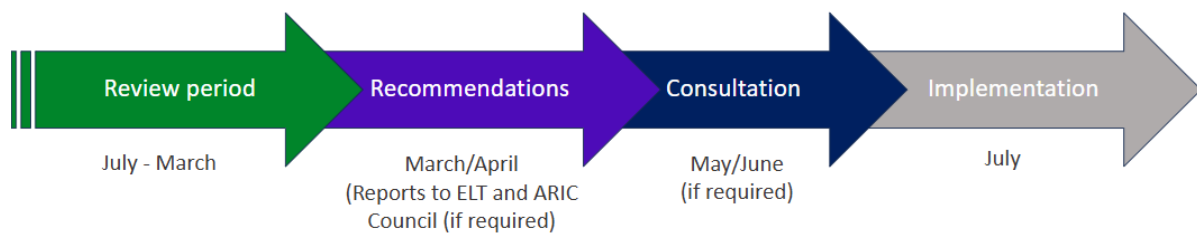


Figure 3: Service Review Program Timeline

If a recommendation requiring Council approval requires further staff engagement, research, or planning, and is not ready to be considered by Council in March/April, it may be delayed in order to align with the following IP&R cycle (if not urgent), or a separate report may be taken at any time.

Framework

NSC's Service Review Framework aims to embed a culture of service excellence (through continuous improvement) to improve the effectiveness, efficiency, quality, and sustainability of services.

It incorporates methodologies from UTS Service Review Guide, Kaizen (e.g., continuous improvement cycles), and Design Thinking (e.g., user-centred problem solving). Team feedback and recommendations are organised by the five dimensions of NSC's progress (Balanced Scorecard + Sustainability).

Figure 4 (next page) outlines the four phases of NSC's Service Review.

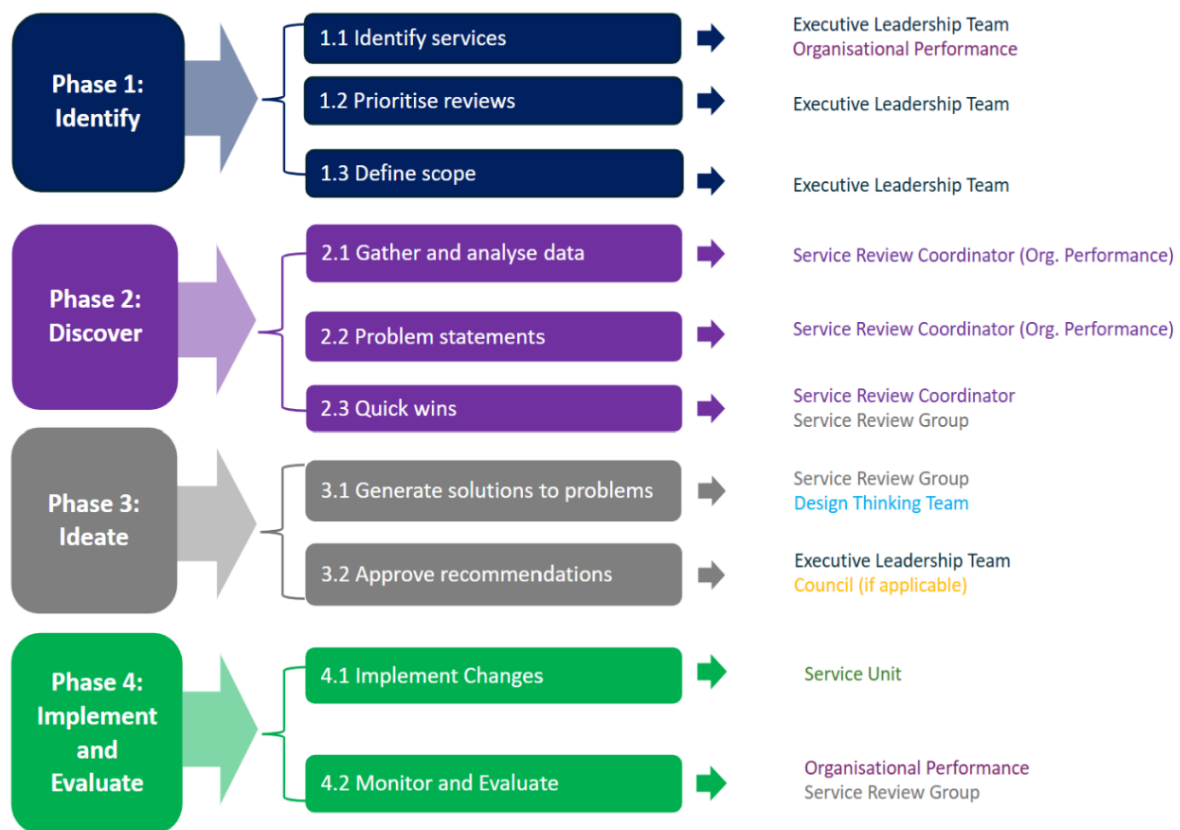


Figure 4: Service review phases

Central to the framework is the inclusion of design thinking (phase 3), which provides an opportunity to challenge assumptions, understand user needs and allow service unit staff to contribute to collective problem-solving. It is widely acknowledged that design thinking encourages innovative thinking, communication and collaboration.

The design thinking process within the service review not only involves staff from the service unit but also invites two-three staff members from other service units to participate to ensure diverse perspectives, knowledge, and ideas are incorporated. In future service reviews, it is intended that staff who participated in the previous design thinking workshop will be invited to participate in the next to build connections and cohesion across Council teams.

During the service review pilot, it was found that implementing quick wins after staff feedback sessions in phase 2 provided numerous benefits. The small, incremental, and cost-effective changes suggested by staff could be quickly implemented. This approach helped reinforce a proactive mindset within the team and demonstrated management's responsiveness to addressing operational pain points.

Service review recommendations

In March/April each year, ARIC (and Council, if a service reduction or service cost increase outside of the annual budget is proposed) will be provided with the service review report for each review undertaken in the financial year. This report will include an implementation plan that highlights key findings and recommendations.

Monitoring and evaluation

An evaluation report will be provided to the ELT, ARIC, and Council in November/December each year to outline the benefits realised through implementation of review recommendations and highlight any implementation issues/challenges.

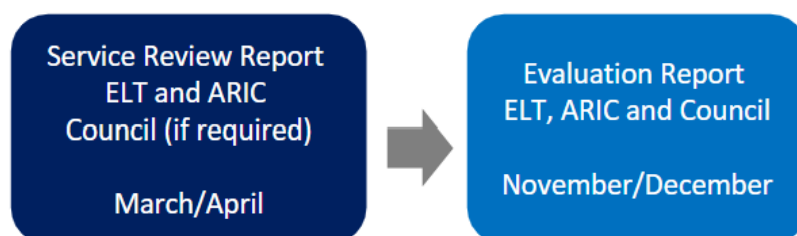


Figure 5: Monitoring and Evaluation Reporting Cycle

Consultation requirements

Consultation forms an integral part of Service Reviews as highlighted in the framework.

Financial/Resource Implications

Financial and resourcing implications will differ for each review undertaken. Based on the pilot review, it is anticipated that financial savings will be accrued through the service review program.

Legislation

In accordance with essential element 4.3 of the legislated Integrated Planning and Reporting (IP&R) guidelines, councils must undertake a systematic review of services as part of their commitment to continuous improvement.

Further, the Office of Local Government advised that following the 2024 local government elections, it is expected that all councils will have a service review program in place to begin the new council's IP&R cycle.

The attached framework and associated service review program have been prepared in accordance with these requirements.

SERVICE REVIEW FRAMEWORK

ADOPTION DATE:
25 February 2025

REVIEW DATE:
12 March 2025

VERSION:
3.0

RESPONSIBLE SERVICE UNIT:
Organisational Performance

ECM NUMBER:
10387486



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PURPOSE

A service review is an internal process that considers the cost, quality, efficiency and effectiveness of a Council service. It assesses whether the quality and current levels of service remain appropriate.

Through this process, Council works with key stakeholders to develop agreed priorities and expected levels of service to ensure that resources are directed to where they are needed most.

A Service Review Framework (SRF) has been developed to guide the service review process at North Sydney Council (NSC) by establishing a standardised approach for how reviews are conducted, reported and evaluated.

INTRODUCTION

NSC provides a wide range of services (external and internal). Most of these services meet an identified community need and/or are required by legislation.

NSC is committed to continuously reviewing and improving its services. This includes considering what services are provided, why they are provided, how they are delivered and the associated costs.

BACKGROUND

The SRF details how NSC will undertake reviews as part of its Performance Management Framework and to comply with legislative requirements.

Legislative requirements

Section 4.3 of the Integrated Planning and Reporting Guidelines stipulates that all Councils must undertake a systematic review of services as part of their commitment to continuous improvement.

Performance Management Framework

NSC's overarching performance management framework has customer experience at its centre and consists of three separate frameworks that work together to sustainably deliver projects and services for the community.

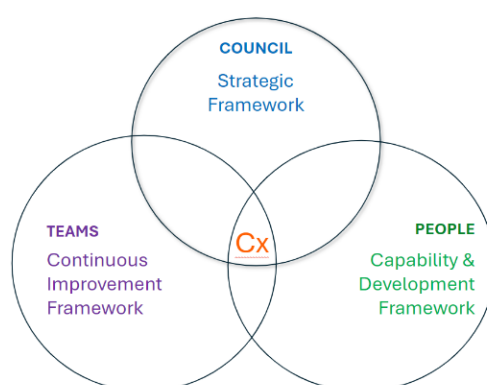


Figure 1: Performance Management Framework

The **Strategic Framework** focuses on identifying community needs. It is centred around community engagement and uses Informing Strategies to link community priorities with NSC's actions.

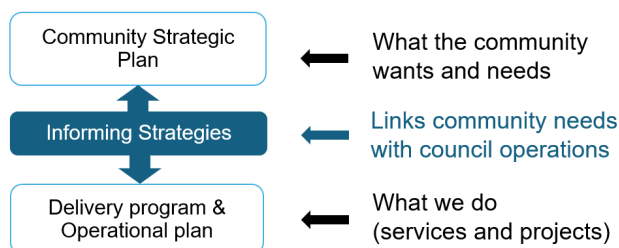


Figure 2: Informing Strategies

The **Continuous Improvement Framework** focuses on how each service unit plans to deliver NSC's strategic goals and achieve continuous improvement. This includes development of service unit plans as well as implementation of the *Service Review Program* (as detailed in this framework) and *Process Improvement Program*.

NSC's *Process Improvement Program* involves mapping and subsequent analysis of service procedures to identify and address inefficiencies and customer pain points.

The **Capability and Development Framework** focuses on how each staff member supports the delivery of service unit and NSC strategic goals.

ABOUT SERVICE REVIEWS

What is a service?

A **service** is an end-to-end process (or group of processes) that delivers a specific outcome to an internal or external customer. Some services are comprised of multiple activities that work together to deliver the outcome. These are referred to as **service activities**.

As detailed in Attachment 1, NSC currently has 16 service units (plus the Office of the CEO and Legal Counsel) that provide 74 services, with 205 associated service activities.

What is a service review?

A service review is a process that considers the cost, quality, efficiency and effectiveness of a service. It assesses the ongoing need for the service and determines whether the current mode of delivery is appropriate. Using insights based on data and feedback, Council can make informed decisions about the services it delivers.

To achieve a wholistic and comprehensive understanding of the role and value of each service, reviews will generally occur at the service unit or service level. However, this framework can also be applied to reviews at the service activity level (if required).

Benefits

Service reviews aim to embed a culture of continuous improvement by building the capacity of staff to think critically and creatively about current and future community needs through a balanced, transparent, collaborative and evidence-based approach.

The key benefits of a service review, as detailed below, address the five areas of NSC's progress (Balanced Scorecard + Sustainability):

- Learning and growth: Building staff capacity to deliver high quality and cost-efficient services to the community
- Internal processes: Maximising opportunities for innovation and transformation to improve Service Delivery
- Customer experience: Ensuring ongoing alignment of services with community needs and expectations
- Financial perspective: Ensuring value for money and the financial sustainability of services now and into the future
- Sustainability: Minimising adverse environmental impacts

Key considerations

Each review should consider whether the service is:

- Fundamental to the business of local government, as specified by the NSW Local Government Act (1993) and other relevant legislation
- Aligned to Council's strategic goals
- Supporting fair and equitable access to services
- Financially viable for Council
- Providing best value for money

Relationship with Internal Audit

While both service reviews and internal audits aim to improve a council's overall performance, they approach improvement in different ways.

- **Independent assurance and advice:** Internal audits offer independent assurance on the effectiveness of internal controls and risk management, ensuring the council operates legally, efficiently, and effectively while also providing recommendations for improvement. Conducted in line with global standards, internal audits are overseen by the ARIC.
- **Internally led continuous improvement:** Service reviews are part of the organisation's continuous improvement program, focusing on intrinsic value delivery, customer satisfaction, and cost and efficiency objectives.

Given the synergies between internal audit and service reviews, it is essential that both the internal audit plan and the service review program are developed in alignment, ensuring coordination and avoiding unnecessary overlap.

Roles and responsibilities

The following table outlines the key roles and responsibilities for delivering NSC's service reviews.

Area	Responsibilities
Council	<ul style="list-style-type: none"> • Adoption of the Service Review (SR) program via adoption of the Delivery Program and Operational Plan • Approval of recommendations that involve a reduction in a service or additional costs outside of the existing budget
Audit Risk & Improvement Committee (ARIC)	<ul style="list-style-type: none"> • Review progress updates and provide advice as required
Executive Leadership Team (ELT)	<ul style="list-style-type: none"> • Framework adoption • Development of the schedule and program • Define scope for each review • Approval of recommendations that do not require Council approval • Review of recommendations that require approval from Council • Allocation of resources
Service Unit Director	<ul style="list-style-type: none"> • Approve design thinking problem statements • Approve recommendations and implementation plan prior to circulating to ELT and service unit • Meet with relevant stakeholders when required
Service Review Coordinator (Organisational Performance)	<ul style="list-style-type: none"> • Coordinate internal service reviews • Collaborate with service unit staff, service unit stakeholders and other Councils to gather relevant data including benchmarking • Generate insights and problem statements • Report on implementation progress
Service Review Group Service Unit Manager Team Leader/Supervisor (if applicable)	<ul style="list-style-type: none"> • Vet problem statements • Vet and implement quick wins • Implement other recommendations once approved by ELT/Council • Liaise with relevant stakeholders when required
Design Thinking Team Service Unit staff Staff from other Service Units (2-3)	<ul style="list-style-type: none"> • Ideate solutions to problem statements • Identify additional issues • Develop and refine recommendations

Figure 3: Roles and responsibilities

Timeline

NSC will operate under a four-year service review program with 2-3 reviews to be undertaken each financial year.

The service review timeline (see Figure 3) aligns with the Integrated Planning and Reporting cycle. If there are significant changes proposed, such as a service reduction or an increase in service cost outside of the annual budget, these recommendations will be presented to Council with the draft Operational Plan in April. Approved service changes will then take effect on 1 July with the new Operational Plan and Budget.

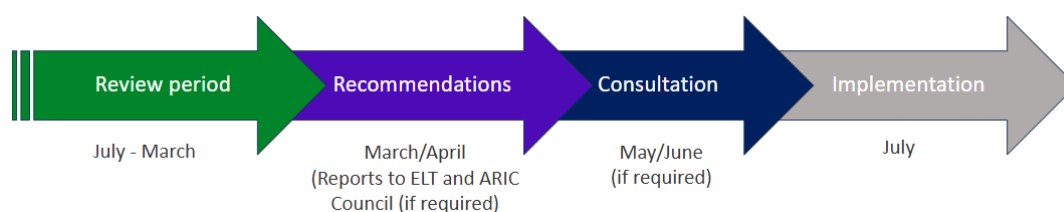


Figure 4: Service review timeline

If a recommendation requiring Council approval requires further staff engagement, research or planning before presentation to Council (April), the report to Council may be delayed to align with the following IP&R cycle or a separate report may be presented to Council at another time.

SERVICE REVIEW APPROACH

Service review phases

The Framework below incorporates methodologies from UTS Service Review Guide, Kaizen (e.g., continuous improvement cycles), and Design Thinking (e.g., user-centred problem solving). Team feedback and recommendations are organised by the five dimensions of NSC's progress (Balanced Scorecard + Sustainability).

Figure 5 (below) outlines the four phases of NSC's Service Review.

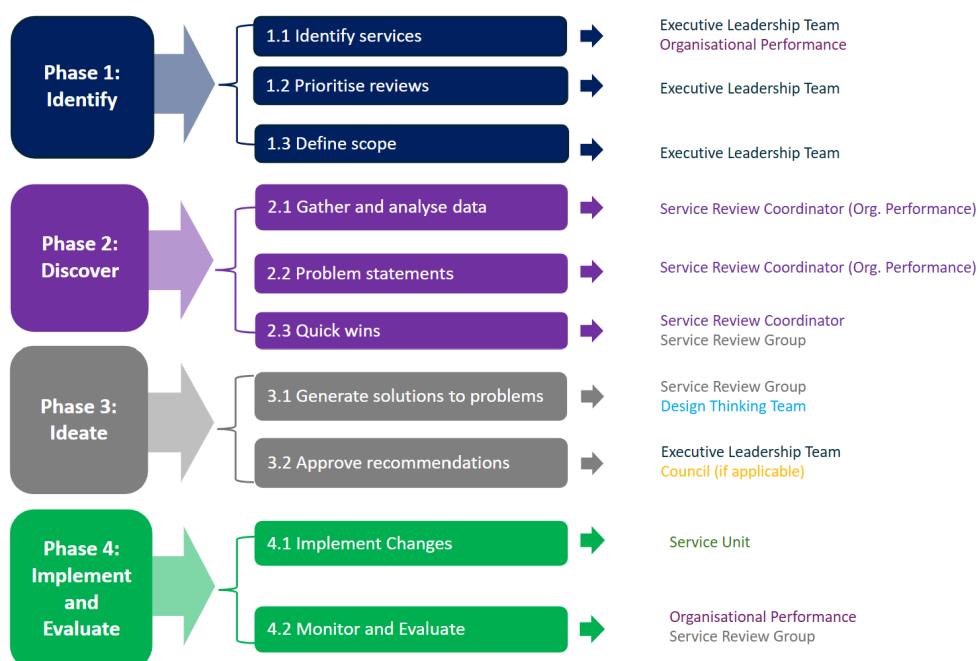
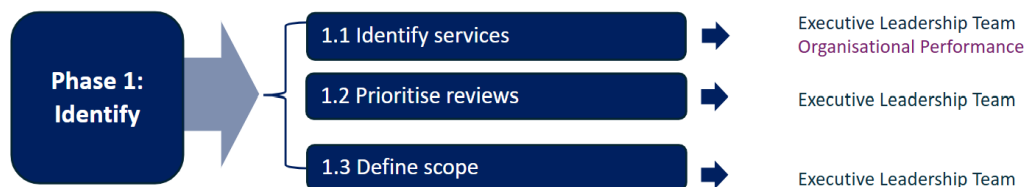


Figure 5: Service review phases

Phase 1. Identify - develop service review program

To ensure service reviews are completed in a systematic manner, a service review program is required for NSC.



1.1. Identify current services

NSC currently has 16 service units (plus the Office of the CEO and Legal Counsel) that provide 74 key services (refer Attachment 1). These are a mix of internal and external services.

Service catalogues must be updated every four years prior to the new Council term or when changes have been implemented after a service review.

1.2. Prioritise reviews

In accordance with the Integrated Planning & Reporting Guidelines, this step should be undertaken in conjunction with the development of each new Delivery Program (DP) and subsequent Operational Plans (OP), with the agreed four-year service review program included in the DP and the priorities for each financial year included in the annual OP.

Service reviews require a significant investment of time and resources, so consideration must be given to prioritising reviews based on a range of factors including:

- community satisfaction levels
- expenditure/cost
- risk
- service utilisation
- changing/emerging trends
- legislative requirements
- staff resourcing
- service gaps

A four-year service program (with a minimum of two reviews scheduled per year) must be prepared for inclusion in each new DP. Ad hoc requests for additional service reviews (outside the adopted program) may be considered by the ELT.

1.3 Define scope

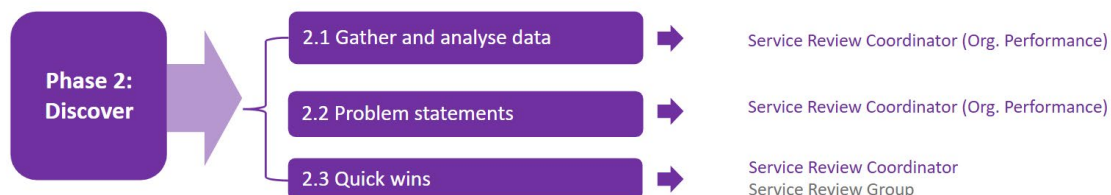
The ELT will determine the scope for each review. When developing the scope, the following questions should be considered:

- What is to be included in the review?
- Are there any aspects of the service/service unit that should be excluded from the review?
- Which stakeholders (internal and/or external) should be engaged?

The proposed scope should be defined by the ELT before the review is started. In some circumstances the ELT may determine that external resources (e.g. specialised consultants) are needed to undertake the review.

Phase 2. Discover - Undertake service review

Following the creation of the service review program and scope definition, individual service reviews can be undertaken.



2.1 Gather and analyse data

This step involves identifying, collecting and analysing relevant data to address broad questions such as:

- Is the community satisfied with the service? If not, why?
- How efficient and effective is the service delivery?
- What are the current challenges and opportunities for the service?
- What might the long-term strategic options be for the service?

The Service Review Coordinator will use the Discovery Template (refer Attachment 2) as the basis to gather:

- Financial details (current and previous budgets)
- Service utilisation statistics
- Customer and community views
- Feedback from relevant staff and stakeholders
- Service baselines
- Benchmarks against similar Councils and/or other organisations (if appropriate)
- Work practices and processes
- Service Level Agreements (SLAs)
- Technologies and systems
- Audit/consultant reports (if available)

2.1.2 Engage with stakeholders

Stakeholder engagement is an important part of a service review program. Targeted stakeholder engagement may be required during the review process. The extent and type of stakeholder engagement for each separate service review will depend on a range of factors including:

- The service being reviewed (internal or external)
- The amount of data available from previous surveys and/or other stakeholder engagement activities

If targeted engagement is required, then Organisational Performance will work with Council's engagement team.

2.2 Develop problem statements

After analysing datasets, recurring issues can be grouped into larger themes. These themes help to quickly understand major pain points/bottlenecks, which can then be distilled into quick wins (refer 2.3) and complex challenges (refer Phase 3). Problems statements can then be crafted from the complex challenges. Problem statements usually include:

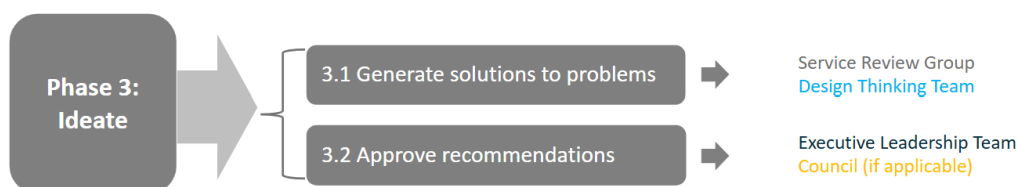
- **Who** (e.g., Council residents)
- **What** (e.g., high dissatisfaction levels)
- **Impact** (e.g., increased complaints)
- **Goal** (e.g., how can we be more responsive?)

2.3 Action quick wins

Quick wins are a crucial element of the SRF as they enable the service review group to act on small cost-neutral and achievable improvements straight away. These small changes help foster a culture of continuous improvement within teams.

Phase 3. Ideate – generate solutions to complex problems

After implementing quick wins, the next phase involves using design thinking to enable staff to create solutions for more complex challenges and make recommendations.



3.1 Generate solutions

Once problem statements have been developed, they will be vetted by the Service Unit Director and/or Service Unit Manager and presented to the design thinking group. The ideation process is based on design thinking methodology (see Attachment 3). The ideation process may also expose further challenges (not raised in feedback sessions), which are included in the ideation process.

Once solutions have been captured and discussed within the design thinking teams, the Service Review Coordinator will group recommendations under the five dimensions of NSC's progress (Learning and growth, Internal processes, Customer experience, Financial perspective + Sustainability).

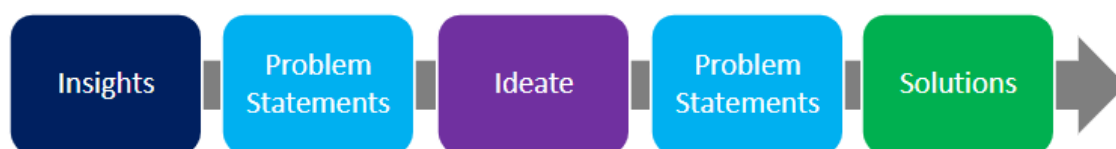


Figure 6: Ideation Process Figure

3.2 Approve recommendations

The Service Review Coordinator will meet with the relevant Director, Service Unit Manager and Team Leader/Supervisor (if applicable) to review proposed recommendations, actions, timeframes and potential impacts on team structure, training, process changes, customer experience and cost beyond the current budget. Relevant stakeholders (e.g. People and Culture, Information Technology, Finance, Governance) may also be consulted for feedback or further advice before the service review report is finalised.

A service review report with recommendations and an implementation plan (refer attachment 4) will be presented to the following groups in order:

1. Executive Leadership Team
2. ARIC
3. Council for approval (if required*)

** If a recommendation results in a reduction in service level or an increase in cost beyond the current budget, the proposed change must be presented to the Council for approval. In most cases, a proposed reduction in service level will also require public consultation before approval.*

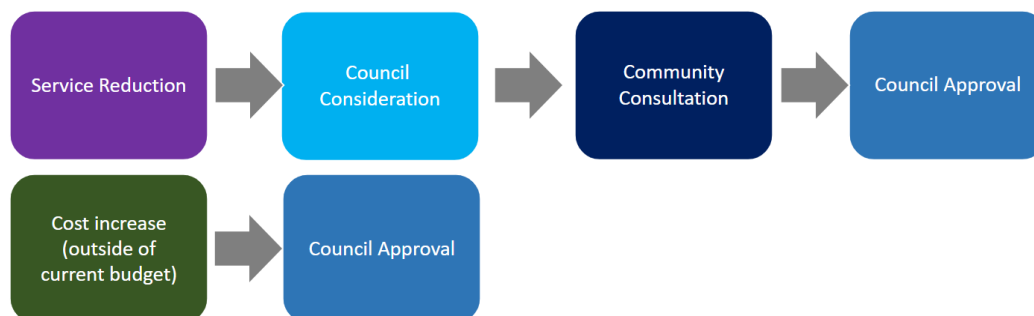
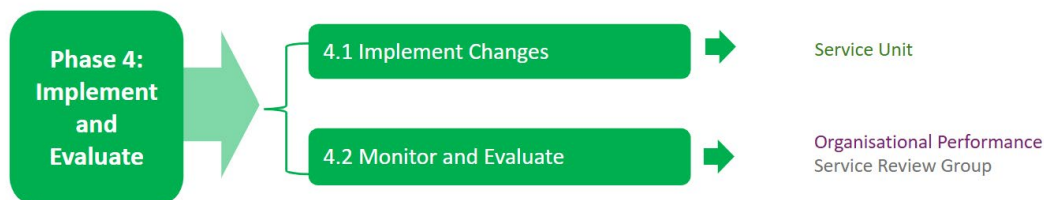


Figure 7: Engagement and approval requirements

Generally, Council approval would be sought in April as part of the annual Operational Plan preparation/adoption process. Notwithstanding the above, recommended service changes may be referred to the Council at other times.

Phase 4. Implement and evaluate

The final phase involves implementing changes, monitoring and reporting progress.



4.1. Implement changes

Once the recommendations have been approved, all changes will be implemented in accordance with the implementation plan attached to the service review report.

The implementation plan identifies:

- Recommended changes to policies, processes, service levels and/or resources
- Who is responsible for implementation of each recommendation
- Timeframes for delivery
- Key metrics for evaluating impact of improvements

Quarterly implementation progress updates will be provided to the Service Review Coordinator by the Service Unit Manager and/or supervisor to allow for early identification and management of potential issues.

4.1.1. Documenting changes

Service changes need to be documented as part of growing organisational capacity and capturing new knowledge. Depending on the level of change, updates to documentation may include processes, service catalogues, operational manuals, intranet or website content, and service level agreements to record:

- New and changed services
- New and changed service activities
- Changes to policies and processes
- Changes to organisational structure
- New or changed agreements with service providers
- New or changed relationships with other Councils and/or organisations

4.2. Monitor and evaluate

Evaluation helps NSC assess the effectiveness of reviews and communicate their benefits to stakeholders.

In March each year, the ELT and ARIC will receive a service review report for each review conducted that financial year. This report will include an implementation plan outlining key findings and recommendations.

Within 6–9 months of the service review report being presented to the ELT and ARIC, an evaluation report will be provided to the ELT, ARIC, and Council. This report will summarise the benefits realised from implementing the review recommendations and highlight any challenges or issues.

The evaluation report for a service review will include:

- Service changes delivered through the implementation process (including any changes to KPIs)
- Changes in customer satisfaction levels
- Value created by the changes
- Actual costs or savings resulting from implementation
- Issues or challenges, along with actions to address ongoing concerns

The evaluation report will also assess the effectiveness of the service review process (as detailed in the Framework) and identify any necessary changes.

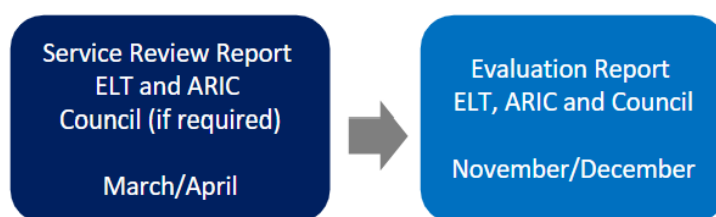


Figure 8: Monitoring and Evaluation Reporting Cycle

ATTACHMENTS

Attachment 1 - Service Catalogue

Attachment 2 - Discovery Template

Attachment 3 - Design Thinking Template

Attachment 4 – Implementation Plan Template

Attachment 1 – Service catalogue

Office of the CEO

Service	Description	Service Activities
Office of the CEO		
Mayoral Support and Councillor Liaison	Ensure that the Mayor and Councillors are given timely information, advice, and support necessary to effectively discharge their civic duties.	Mayoral Support and Councillor Liaison
Organisational leadership	Set a clear strategic direction for Council and oversee business operations.	Strategic Direction
		Business Operations
Legal Counsel		
Legal Counsel	Provide legal advice and support on matters related to Council's duties and responsibilities.	Legal Advice
		Legal Training
		Dispute Resolution & Litigation
		Contract Management
Organisational Performance		
Performance Analysis and Planning	Monitor organisational performance to identify potential barriers to attaining strategic outcomes, and collaborate with teams to analyse and address issues.	Performance Monitoring
		Service Planning Support
Continuous Improvement	Implement initiatives to ensure continuous improvement across the organisation, including process mapping and service level reviews.	Process Mapping
		Service Level Reviews
Customer and Communications		
Customer Service	Provide assistance and advice to customers in person (through our Customer Service Centre), over the phone (through our call centre) and online.	In-person Customer Service
		Call Centre Management
		Online Customer Service
Application and Permit Processing	Process a range of applications and permits, including resident and visitor parking permits, animal registrations, pensioner concession rebates, outdoor dining and goods display permits, and kayak storage permits.	Application Processing
		Footway Trading Permit management
		Kayak Storage Permit Management
Venue and Facility Bookings	Manage the hire and use of Council spaces and places, including buildings, facilities, civic spaces, parks, reserves and sportfields.	Building and Facility Bookings
		Public Space Bookings
		Sports field Bookings
		Fleet Bookings
External Communications	Provide information to the community on Council’s services and activities through a range of channels including print, digital, social media and in person.	Print Communications
		Digital Communications and Social Media
		Media Liaison
		Mayoral Communications
Internal Communications	Provide regular information to staff about Council's appointments, events, activities and initiatives.	Staff Newsletter
		Viva Platform
Community and Business Engagement	Develop and implement opportunities for community and business input into Council’s decision-making processes, including through formal consultations, Precinct Committees, social media and surveys.	Community Engagement
		Business Engagement
		Precinct Support

Corporate Services

Service	Description	Service Activities
Arts, Events & Libraries		
Library Services	Provide library collections, resources, services, events and programs to support lifelong learning, literary engagement and community wellbeing.	Library Resources eLibrary Research Support Outreach and Access Library Programs
Heritage Preservation	Preserve and promote North Sydney's cultural heritage, this includes managing key historical sites and museums.	Heritage preservation and promotion
Arts and Culture	Provide and advocate for opportunities to develop, express and enjoy creativity through a range of exhibitions, programs, creative spaces and public art.	Public Art Art Advocacy Cultural and Creative Programs/Events
Events	Organise and support a range of public space activations and events to bring communities together, engage, celebrate and activate our LGA.	Public Space Activations Community Events Internal Events Third Party Event Approvals Coal Loader Events
Corporate Governance		
Governance Systems and Processes	Oversee Council's governance activities to ensure accountability, transparency and compliance with all relevant laws, codes and directions.	Compliance Privacy and Escalated Complaints Management Access to Information Council and Committee Services
Integrated Planning and Reporting	Comply with Integrated Planning and Reporting requirements. This includes updating the community on Council's progress in implementing our Delivery Program and Operational Plan, and working with the community to update and create new programs and plans.	Integrated Planning and Reporting
Enterprise Risk	Develop and maintain Council's enterprise risk management framework including management of claims and insurance cover.	Major Contract Management Risk Management Framework Insurance Program
Internal Audit	Manage Council's shared internal audit function to ensure risk management controls are working.	Internal Audit Function
Finance		
Financial Operations	Manage and record Council's financial transactions including the levy and collection of rates and charges, and the preparation of financial statements and returns.	Accounts Payable Payroll Rates Billing and recovery Grant Management Fixed Asset Management Banking Bonds, Deposits and Bank Guarantees

		Reserves Management (including contributions)
		Taxation
		Loans
		Investments
		General Ledger Management
		Production of statutory financial returns, surveys, reviews and grant acquittals
		Financial Statement Preparation
Financial Management	Prepare, review and maintain Council's long-term financial plan and annual budget to ensure financial sustainability.	Revenue Analysis
		Cost Analysis
		Budget Preparation
		Financial Monitoring and Reporting
Procurement	Manage Council's procurement processes to ensure legislative compliance and best value.	Procurement Processes
		Purchasing Processes
Property Management	Manage Council's property portfolio including affordable housing, commercial property and community facilities.	Strategic property management
		Affordable Housing
		Commercial Property Management
Information Management		
Information Management	Implement and maintain information management systems and processes to support Council's operations.	Information Management
Technology Management	Develop, implement and maintain technologies to support Council's day-to-day operation and digital transformation.	IT Service Management
		Application Management
		Digital Platform Management
		Digital Transformation
People and Culture		
Employee Recruitment and Onboarding	Manage the attraction, recruitment and onboarding of new employees.	Recruitment
		Onboarding
		Induction
Employee Separation	Manage the offboarding (separation) process for employees who are leaving Council.	Separation
Employee Development and Retention	Implement programs and initiatives to support employee development and retention.	Transition
		Capability and Development
		Employee Engagement
		Employee Relations
WHS Management	Ensure effective identification and management of hazards and risks to stakeholder health and safety.	WHS Management

Open Space and Infrastructure

Service	Description	Service Activities
Leisure and Aquatics		
Gym Management	Provide a range of gym and fitness services at the North Sydney Olympic Pool facility.	Gym Facilities
		Fitness Classes
Pool Management	Maintain pool facilities and provide a range of swimming and recreational programs at the North Sydney Olympic Pool facility.	Swimming Pool
		Swimming Programs
		Recreational Programs
Commercial Operations	Manage the commercial operations of the North Sydney Olympic Pool facility.	Commercial Operations
Capital Projects and Asset Management		
Asset Management	Manage asset lifecycle planning (including creation, renewal, maintenance and disposal) to ensure sustainable service delivery. This includes development of Council's capital works program.	Asset Planning
		Capital Works Program Development
		Asset Monitoring and Reporting
Capital Works and Asset Renewals	Manage the implementation of Council's capital works program including construction and renewal of buildings, footpaths, drainage, parks and other assets.	Capital Works and Asset Renewals
Floodplain Management	Assess feasibility and Implement flood mitigation projects and strategies identified through floodplain planning.	Floodplain Management
Emergency Management	Manage the planning, response and recovery for emergency situations within the LGA.	Emergency Management
Traffic and Transport		
Transport Planning and Liaison	Work with the State Government and other stakeholders to manage local and regional transport needs. This includes liaison with TfNSW regarding public transport and network planning, as well as providing input into development assessments.	Local and Regional Transport Network Planning
		Public Transport Liaison
		Traffic and Transport Advice
Traffic and Parking Facilities Management	Manage the safe, efficient and sustainable movement of people and vehicles within and through the LGA. This includes traffic investigations and projects, on-street parking management, issue of construction permits, road closures and maintenance of signs and lines.	Signs and Lines Management
		Traffic Investigation and Project Scoping
		Construction Traffic Management and Road Closures
		On-street Parking Management
Parking Station Management	Manage Council-owned parking stations.	Parking Stations
Road Safety Educational and Behavioural Projects	Plan and implement community road safety behavioural initiatives to promote safe people, safe vehicles, safe roads and safe speeds in accordance with Council's Road Safety Action Plan.	Road Safety Educational and Behavioural Projects
Sustainable Transport Programs	Research, plan and implement initiatives to promote sustainable transport.	Sustainable Transport Programs

Public Presentation		
Residential Waste and Recycling	Manage residential waste and recycling services including weekly collection, bulky goods clean-up and the Community Recycling Centre.	Residential Waste Collection
		Household Bulky Goods Clean-up and Green Waste
		Community Recycling Centre
Public Place Waste and Recycling	Manage waste and recycling services for Council-owned facilities and public places.	Waste Collection from Council-owned Facilities
		Public Place Recycling Collection
		Public Place Waste Collection
Public Place Cleaning and Graffiti Removal	Clean Council's roads, footpaths, car parks, town centres and other civic spaces. This includes street sweeping; high-pressure water cleaning of footpaths, plazas and bus shelters; collection of illegally dumped materials; and the removal of graffiti and rodents.	Street Cleaning
		Footpath and Plaza Cleaning
		Shelter Cleaning
		Graffiti Removal
		Illegal Dumping
		Rodent management
Civil Asset Maintenance	Manage the maintenance of Council's civil assets. This includes construction of renewed roads, repairs to assets within the road reserve, drainage system clearing and repairs, and maintenance of street and park lighting.	Minor Maintenance Works
		Drainage System Clearing
		Roads, Footpath and Kerb and Gutter Maintenance
		Drainage Pit Maintenance
		Council Street Light Maintenance
		Road Construction and Renewals
Trade and Fleet	Clean, manage and maintain Council-owned buildings, plant, fleet and facilities, including providing security and civic support.	Building Cleaning and Maintenance
		Building Operations
		Facility Maintenance
		Plant and Fleet Maintenance
Parks and Gardens Management	Manage and maintain Council's parks, gardens, reserves, streetscapes and foreshore areas including MacCallum Pool and Hayes Street Beach	Parks and Garden Maintenance
		Open Space Asset Maintenance
		Access to Council Property
Turf and Sports Field Maintenance	Maintain Council's playing fields and turf within Milson Park, Civic Park, St Leonards Park, Clark Park and Bradfield Park	Turf and Sports Field Maintenance
Tree Management	Manage tree planning, planting, maintenance and preservation. This includes implementation of annual tree planting programs.	Tree Planning
		Tree Applications
		Tree Planting
		Tree Maintenance
North Sydney Oval	Manage the hire and use of the North Sydney Oval and Mollie Dive Function Centre.	North Sydney Oval

Planning and Environment

Service	Description	Service Activities
Strategic Planning		
Strategic Land Use Planning	Manage strategic land use planning in the LGA including advocacy, stakeholder management, and preparation of land use policies, strategies, plans and controls. This also includes maintaining Council's property database.	Metropolitan and District Planning
		Local Planning
		Development Controls
		Planning Guidelines and Policies
		Site Specific Planning Proposals
		Property Database Management
		Advocacy
Urban Design	Provide urban design services and advice to ensure the arrangement, appearance (built form) and function of the LGA is best practice and supports our vision for the built environment. This includes planning studies and master plans.	Urban Design
Land Management	Develop plans of management for Council-owned and/or managed land, and undertake regulatory land administration functions.	Plans of Management
		Land Administration
Developer Contributions Management	Develop, maintain and monitor Council's developer contributions plans and voluntary planning agreements.	Developer Contributions Management
Community, Resilience and Sustainability		
Energy and Water Conservation Initiatives across Council Facilities	Manage projects that deliver direct sustainability outcomes. This includes energy and water conservation initiatives across Council facilities and operations.	Energy and Water Conservation Initiatives across Council Facilities
Environmental Sustainability Programs	Implement a range of educational programs, grants and other initiatives to equip the community and businesses for delivery of sustainability outcomes.	Sustainability Education
		Sustainability Grants
Coal Loader Sustainability Centre	Manage The Coal Loader Centre for Sustainability. This includes providing sustainability programs, education and workshops.	Coal Loader Sustainability Centre
Environmental Volunteer Programs	Work with the community to improve our environment and build social connections through volunteer programs including: - Streets Alive - HarbourCare - Community gardens	Environmental Volunteer Programs
Bushland Management	Manage Council's bushland areas. This includes developing and implementing bush rehabilitation plans and projects, maintaining and providing new tracks and signage, implementing bushfire hazard reduction and ecological burning programs, managing pest animals, and managing the community nursery.	Bushcare Rehabilitation Program
		Bushland Capital Works
		Community Nursery
		Pest Management in Bushland Areas
		Bushfire Management

Bushland Community Programs	Develop and implement a range of community education and volunteering programs to help conserve Council's biodiversity. These include: - Council's Adopt-a-Plot bushland rehabilitation program - Native Havens home habitat gardening program - Wildlife Watch citizen science project - Community education activities - Bushcare volunteers	Bushland Projects and Education Bushcare Volunteers
Community Services	Provide family day care, youth services including Planet X, and support for multicultural communities.	Family Day Care Multicultural Support Youth Services
Access and Inclusion	Support accessibility and inclusion across the LGA through implementation and regular review of Council’s Disability Inclusion Action Plan.	Access and Inclusion
Community Capacity	Promote and coordinate opportunities to build capacity within the community through partnerships, collaborations, volunteering, interagencies activity and grants.	Community Referrals and Connections Community Advocacy Community Partnerships Community Resilience Volunteer Management Community Grants Community Facilities
Environment and Building Compliance		
Environmental Pollution Management	Implement compliance programs, activities and regulatory actions to help prevent and manage environmental pollution caused by development activities and business operations.	Environmental Pollution Programs Environmental Pollution Investigations and Regulatory Actions Environmental Approvals and Advice
Public Health Management	Implement compliance programs, activities and regulatory actions to help protect public health and amenity.	Public Health Programs Public Health Investigations and Regulatory Actions Public Health Approvals
Building and Development Compliance Management	Manage building and development compliance programs and activities in accordance with legislation including advice, approvals, investigations and regulatory action.	Building and Development Compliance Programs Building and Development Compliance Investigations and Regulatory Actions Building Compliance Advice Building Compliance Approvals
Building Approvals and Certification	Manage building approvals, inspections and certifications including issuing Building Information Certificates, Subdivision Works Certificates, Subdivision Certificates, Complying Development Certificates, Construction Certificates, Occupation Certificates and S88B Certificates.	Building Approvals and Certification (Building Surveyors)

Ranger and Parking Services		
Companion Animals	Implement Council's responsibilities under the <i>Companion Animals Act 1998</i> for the registration, management and regulation of dogs and cats in the LGA.	Companion Animals
Public Place Investigations, Patrols, Impounding and Enforcement	Enforce legislation regarding public use of Council's parks, roads, reserves, property assets and other public places.	Public Place Investigations, Patrols, Impounding and Enforcement
Parking Patrols	Enforce legislation relating to parking in the LGA, including responding to parking-related customer complaints and enquiries.	Parking Patrols
Out of hours compliance	Enforce compliance with out of hours building work requirements.	Out of hours compliance
Development Services		
Development Assessment and Determination	Assess and determine development applications, modification applications and review applications under the <i>Environmental Planning and Assessment Act 1979</i> .	Pre-DA Service
		Planning Advisory
		Development Application Assessment and Determination
		North Sydney Local Planning Panel (NSLPP) management
		Design Excellence Panel
Major Development Assessment	Assess and provide advice on major development proposals when Council is not the consent authority.	Appeals
		Reviews of Environmental Factors
Other Related Development Matters Assessment	Assess other development-related applications including Local Approval applications, Roads Act applications and heritage exemption requests.	Major Development Assessment
		Heritage Assessments
		Roads Act Applications
		Local Approval Applications
		Civil Works Applications

Attachment 2: Discovery template

Service Information	Service Name	
	Description	
	Legislative Requirements	
	Service Delivery Model	
	Service Levels	
Service Performance	Key Performance Indicators (KPIs)	-KPI 1
		-KPI 2
		-KPI 3
	Performance Data	
Customer Feedback	Survey Results (Key Findings / Score)	
	Number of customer complaints	
	Number of customer requests	
Staff Feedback	What are the strengths of the team?	
	What is working well?	
	What are the challenges in delivering the service?	
	How could the service be improved to better meet the needs of the community?	
	What support/resources do you need to be more productive?	

Financial Information	Budget allocation	
	Expenditure	
Operational Efficiency	Processes	Number mapped
		Bottlenecks
		Improvement suggestions
	Resource utilisation	Staffing
		Time management
		Technologies
Benchmarking	Service description	
	Delivery model	
	Council area and population	
	Total employees in Council / organisation	
	Service Level Agreements (SLAs)	
	Applications used	
	Team Staffing - FTEs, contractors	
	Salaries and wages	
	Cost of service	
	Cost per resident	

	Current levels of usage (i.e. is the service expanding or declining)
	Customer satisfaction
	Barriers to delivering the service
	KPIs
	Assets/infrastructure associated with the service
	Opportunities for reducing costs/additional revenue/service improvements
	Additional comments/observations
Additional Information	General observations
	Council decisions that may impact on service

Attachment 3 - Design thinking template



PROGRESS North Sydney

Brainwriting Grid (6-3-5)

Problem Statement		
Idea	Idea	Idea

Attachment 4: Implementation plan template

Category	Challenge	Recommendation	Status	Owner	Target Completion	Metric	Value created (\$)	Council Approval (Y/N)	Community Engagement (Y/N)
Dimensions of progress (Balance scorecard + sustainability)	List of issues raised in feedback sessions, data gathering and design thinking workshops	What is the recommended action for addressing the issue/challenge	Status of the action (complete/ in progress)	Who is responsible for delivering the action	When will the action be delivered (Quarter, Year)	What is the metric for tracking progress against the action	What is the value of the change (either directly due to cost savings or indirectly due to efficiency improvements or other changes)	Does the recommendation require approval from Council?	Does the recommendation require community consultation?
Learning and Growth									
Customer Perspective									
Internal Processes									
Financial Perspective									
Sustainability									