
MN02-08/23 Cr Wright - Service Level Plans

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Disclosure of Interest: Nil
Attachments: 1

Issue

The establishment of Service Plans by service unit level is essential to enhance transparency, accountability, and effectiveness in the allocation of financial resources. A more detailed service unit planning approach is required for the upcoming financial year 2024/25, utilising a recognised and robust template, as provided in **Attachment 1**, for consistent implementation in future budget cycles.

Background

The City of Wanneroo has been committed to achieving strategic priorities and goals while maintaining fiscal responsibility. The City of Swan template, included in Attachment 1, has proven to be an effective model for service unit level planning. The adoption of this model within our City will strengthen the pre-budget planning process, promote transparency, and engage residents and ratepayers in understanding the allocation of resources.

Detail

An advanced approach to budget planning by implementing comprehensive Service Plans by service unit level for the financial year 2023/24, using the City of Swan template not only aligns with our strategic priorities and goals but also offers a detailed delivery model. Within this model, specific attention is devoted to staffing numbers, reflecting the personnel required to execute various City services. Furthermore, the template captures customer feedback, which provides insights into residents' satisfaction and areas for potential improvement. Both the net service costs, reflecting the current expenditure, and projected service costs are incorporated to provide an accurate financial outlook.

In addition, the City of Swan template outlines sub-services, enhancing the planning by dividing main services into smaller, manageable units. This enables a clearer understanding of service requirements and allows for more precise allocation of resources. Alongside these, the template aligns with the Corporate Business Plan, and other Council strategic plans or strategies, by encompassing various projects, programs, and plans within the budgeting process. This alignment ensures that all financial planning is in sync with the overarching strategic vision of the City of Wanneroo. By incorporating these vital components, the template offers a transparent and robust framework for future budget planning cycles, aiming at a more streamlined, responsive, and transparent allocation of resources, ultimately fostering the trust and engagement of residents and ratepayers.

Consultation

Nil

Comment

The adoption of these recommendations represents a proactive approach to fiscal management and community engagement. By aligning our budgeting process with strategic planning and offering transparency through online publication, the City of Wanneroo demonstrates its commitment to responsible governance.

The implementation of the City of Swan template will provide a robust framework for service unit planning. It offers a practical pathway for the City to achieve its strategic priorities and goals while maintaining transparency and accountability to its residents and ratepayers.

Statutory Compliance

Nil

Strategic Implications

The proposal aligns with the following objective within the Strategic Community Plan 2021 – 2031:

7 ~ A well governed and managed City that makes informed decisions, provides strong community leadership and valued customer focused services

7.1 - Clear direction and decision making

Risk Appetite Statement

In pursuit of strategic objective goal 7, we will accept a Medium level of risk as the City balances the capacity of the community to fund services through robust cost-benefit analysis and pursues evidence-based decision making to be effective stewards of the Council and City for future generations.

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7.1 - Clear direction and decision making

Risk Management Considerations

Nil

Policy Implications

Nil

Financial Implications

Nil

Voting Requirements

Simple Majority

Recommendation

That Council:-

- 1. REQUESTS the Administration to develop comprehensive Service Plans by service unit level for the financial year 2023/24, in alignment with the strategic priorities and goals of the City of Wanneroo using the City of Swan template in *Attachment 1*;**
- 2. REQUIRES that the Service Plans by service unit level become a consistent component of the pre-budget planning process for future budget cycles, enabling a more streamlined, responsive, and transparent allocation of resources;**

3. **REQUESTS the Administration to present the developed Service Plans for 2023/24 to the February Ordinary Council Meeting for noting, to allow sufficient analysis for 2024/25 budget planning cycle; and**
4. **REQUIRES that Service Plans by service unit level be published on the City's website for residents and ratepayers to view every year.**

Administration Comment

The majority of the information provided in service plans at the City of Swan is included in the City of Wanneroo's 2023/24 Corporate Business Plan (CBP).

The most suitable document for the information is the Corporate Business Plan, as that provides a four year view which includes key projects, many of which are delivered over a number of years. The CBP is also published on the City's website following adoption of the budget.

The City's CBP is structured to provide all relevant information relating to each of our services – including service intent, subservices, relevant strategies and plans, capital works sub-programs and key projects aligned to the City's strategic goals (noting that multiple service units may contribute to a service). Operational service unit plans are a managerial tool for managing the day-to-day operations of the City, with a 12 month outlook aligned to the budget cycle.

The draft 2024/25 CBP will be further enhanced to include the proposed budgeted service cost and performance indicators aligned to our services. The draft CBP will be considered by Council Members at budget workshop 2 in 2024, which is usually held in March. The KPI results data for 2023/24 (currently reported in the Annual Report and through quarterly reporting) will also be made available for the budget workshop.

It is not appropriate for FTE to be included, as this relates to the day-to-day operations and is not considered useful in the context of the increasing use of technology and the contracting of services. The City's schedule of service reviews undertaken by the service review working group ensures that FTE are considered within the context of all relevant factors. In addition, projected service costs beyond one budget cycle cannot be estimated with a high degree of accuracy, given the City's zero based budgeting standards and the dependency on the annual rate setting process.

Should an alternative to the current planning and budgeting process be pursued, including working on 2023/24 plans when we would normally work on 2024/25 plans and budget, it is anticipated that the normal budget cycle and production of the CBP will be considerably delayed.

This motion is not supported as it will stop the current improvement process for enhancing the CBP as previously outlined. It will also delay the planning and budgeting for 2024/25 which could also have consequences for the City's audit outcome. It is recommended that sustainable and improved approaches to this process continue to be discussed at the Service Review Working Group.

Attachments:

[1](#). *City of Swan - Service Plan 2023/24 Business Support and Development 23/268581*

Service Plan 2023/24



Business Support and Development

Responsible Business Unit Business and Tourism Services	SCP Key Result Area Economic	SCP Objective E1.1 Actively support and develop thriving local businesses and centres
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Service Role and Purpose The provision of support and development activities for the growth and development of local businesses enabling them to reach their full potential. This is done through training, skills and development, and the planning and development support of strategic projects.

Sub-services	Service Outputs/Requirements
<ul style="list-style-type: none"> Business support Business growth Business development Strategy planning and development. 	<ul style="list-style-type: none"> Provide business assistance and support to 829 registered City of Swan businesses (business welcome packs, email support, hire of business spaces, sponsorships) Provide accessible information to businesses (Swan Biz News, Swan Biz List, Touchpoint, business website and communications, business environmental scanning) Facilitate training and development Local government online promotion Small Business Friendly Local Governments initiative Provide grant and funding support to businesses including: <ul style="list-style-type: none"> Guildford Association Swan-Guildford Historical Society Swan Valley Regional Wine Makers' Association Swan Chamber of Commerce and Chamber of Commerce and Community Stakeholder management and partnerships Making Midland Connect (MMC) node service and maintenance (maintenance and expansion of free wifi).

Projects/Programs/Plans 2023/24
<ul style="list-style-type: none"> Delivery of Swan Business Engagement Program (SBEP) Business Support and Enhancement Action Plan implementation New Business Attraction and Opportunities Plan implementation Business employment exhibitions Liaison and advocacy (crime prevention actions, parking initiatives, smart city initiatives) Skills gap actions/projects – attracting skills and knowledge required for major and emerging industries Agribusiness study implementation.

Net Service Cost 2023/24			
\$1,013,084 DIRECT COST	\$130,478 INTERNAL SERVICE COSTS	\$(543,599) REVENUE	\$599,963 NET SERVICE COST

Projected Service Costs		
\$619,500 2024/25	\$635,000 2025/26	\$650,900 2026/27

Other Service DELIVERY MODEL

3.01 SERVICE FTE

Customer Feedback

- 82% (2021), 86% (2023) of businesses that indicate that they like operating a business in the City of Swan (target: maintain or increase the two-year rolling average, baseline 79%)
- 66% (2021), 62% (2023) of businesses that indicate that it is easy to do business with the City (target: 50%)
- 53% (2023) of businesses gave a positive rating for efforts to support and retain existing businesses
- 63% (2023) of businesses gave a positive rating for business events and networking opportunities
- 65% (2023) of community gave a positive rating for development and activation of town centres
- 73% (2023) of community and 69% (2023) of businesses gave a positive rating for access to education, training and personal development opportunities.

Economic ↻

Thriving and vibrant

