



POLICY DOCUMENT

18.63.7

Policy Name	SERVICE & PROGRAM REVIEWS
Policy No	18.63.7
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CEO Authorisation	Rob Donaldson CEO
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1. PURPOSE

This policy has been developed to assist Council to review services and programs provided to the community, by or on behalf of Council, using a quality framework as the foundation.

A service review provides Council with an opportunity to reflect on the strengths, weakness and opportunities for improvement or service delivery efficiencies of particular programs or services delivered.

There are many models for evaluation varying from goal based, process, outcome evaluation, needs assessment, cost benefit analysis or accreditation. The type of review chosen will reflect the reason for the review, the type of information that the Council needs and the resources available for the review.

2. PRINCIPLES

A service review needs to obtain broad information about the overall quality of the service provided and incorporate a broad range of evaluation types. Council may need to focus on some components of the review model more than others depending on the type of information required and the resources available for review. The dimensions of quality to be reviewed are:

Safety & Risk – alignment to Council risk minimisation practices

Effectiveness -the extent to which the service achieves the desired outcomes

Appropriateness – evidence of the service being appropriate to the community needs

Efficiency -resources are utilised to achieve value for money

Financial – budget vs. actual

The service review comprises investigation of the extent to which the service area fulfils the dimensions of quality along with the objectives of the service area and the scope of the service delivered. The initial information regarding the objectives and scope of the service is important in clarifying how and why the service operates.

Definition of the scope of the service area is essential in outlining how the service is going to meet the identified needs and objectives. Defining the scope of the service area allows decisions to be made about skills sets and workforce requirements as well as being the basis for assessing the scope of practice of individuals in the service area. For some service areas there will be common and core skills sets that are required of staff e.g. in a library service a core competency may be knowledge of customer service.

The scope of the service review needs to be defined at the outset to determine the extent of the review process required. Decisions need to be made regarding whether the focus of the service review is to be program based or function based. Consideration must also be made of the available resources to conduct the review.

3. REVIEW

The review team will change depending on the type of review being undertaken and the resources available and may consist of the following:

- Executive Officer
- Facility, function or program Manager or Co-ordinator
- Staff representative
- Council Member/s
- External consultant or Community member/s

It is recommended that the Service Review Assessment template 18-37-T2 be used to develop a terms of reference, define the scope and set a plan for the review. The plan will be relative to the answers to some key questions:

- a) Why is the review being undertaken?
- b) What will be the methods of information gathering?
- c) What resources are available for the review (staff time, budget allocation etc.)?
- d) What are the timelines for the service review?
- e) Who will assess and make a decision on the review findings?

4. FREQUENCY OF SERVICE REVIEWS

The frequency and scope of service reviews undertaken is a decision for either the administration or the elected body. A review of major services should be considered as part of long term strategic and financial planning processes. Council may undertake comprehensive service reviews in response to particular issues, identified priorities or external circumstance changes.

5. COMPONENTS TO CONSIDER

The following components should be considered when undertaking a service review:

Service Objectives

The service objectives need to be clearly articulated. This is essential to enable examination of whether objectives are consistent with the current policy context, community needs and strategic direction of the Council and to enable evaluation of whether the service is meeting the objectives.

Target Population

Description of the target population. The identification of the target group would be based on analyses of community needs and service gaps within the region.

Organisation and Service Background

Consideration of the history of the service enables an overview of the developmental influences on the service. Current organisational influences on the services to be considered include Council Strategic Plan and consideration of key partnerships.

Policy and Planning Context

A brief analysis of the national, state and regional policy and planning context within which the service operates. Relevant funding guidelines and program standards that define the operation of the particular service should be included.

Staffing/Location/Hours of Service

Analysis of the staff numbers and qualifications, hours of service operation and geographical service location.

6. SCOPE OF SERVICE

Defining the scope of the service involves describing key features of the service in relation to target population, service delivery model and the elements of service provisions. Definition of these elements allows the core and specialist skills and competencies that are required to work in area to then be defined. Defining the skills and competencies required for service provision provides a useful way to reflect on how best to meet the needs of the target population within the available resources. Defining the scope may also assist in the development of innovative workforce models. Defining the scope of the service requires addressing the following areas:

6.1. *Service Delivery Model*

A description of the mode of service provision – eg Council or other Community Group on behalf of Council.

6.2. *Elements of Service Provision*

A description of the core elements that comprise service provision in the service area

6.3. *Key Competencies*

Identification of the core competencies required by staff and/or volunteers involved in delivering the service. Any qualifications or specialist competencies skills required by specified staff (and defined in their job description) to deliver services to a specified target group.

6.4. *Quality Improvement*

Areas that have previously been identified for improvement.

7. DATA

The majority of the service review will consist of a summary and analysis of the findings of the evaluation data. Where possible, data should be benchmarked internally or externally to enable comparisons to be made. In addition, internal data could be graphed over time to enable identification of any significant trends.

The following elements should be considered in collection of data.

7.1. *Safety & Risk*

7.2. *Effectiveness*

7.3. *Appropriateness*

7.4. *Efficiency*

7.5. *Financial information*

8. RELEVANT DELEGATED POWERS AND DUTIES

Any actions or decisions made regarding this policy, will be enacted upon as per Council's current Delegations Register.

9. REVIEW

This policy shall be reviewed by the City of Port Lincoln within twelve months after the conclusion of each periodic election or on significant change to legislation or aspects included within this policy.

10. REFERENCES

Service Review Assessment 18-37-T2