

Best Value Victoria Annual Report 2005-2006

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INTRODUCTION

Background

This is Council's Best Value Victoria Annual Report for 2005-2006 to its community on the application of the Best Value principles. The report highlights the range of organisational initiatives and processes being implemented across Council to meet the Best Value Principles and promote a continuous improvement culture. It also outlines the progress in developing the new Continuous Improvement Framework for Banyule, to provide an ongoing program to sustain certification, best practice performance, and address the Best Value Principles.

Further information on each Best Value service review is available on Banyule's website in the comprehensive Best Value section (simply log onto www.banyule.vic.gov.au and follow links to Your Council and Best Value). The following information for each of Council's services is also available:

- Key Performance Indicator (KPI) results;
- Key Highlights for 2005/06; and
- Future Challenges for 2006/07.

Best Value Principles

The Best Value legislation (introduced by the State Government in 1999) is based on consideration of the following six principles in providing services to the community:

1. all services provided by a council must meet **quality & cost standards** set by Council (having regard to community expectations, affordability, accessibility, value for money and best practice);
2. all services provided by a council must be **responsive** to the needs of its community;
3. all services provided by a council must be **accessible** to those members of the community for whom they are intended;
4. a council must achieve **continuous improvement** in provision of services for its community;
5. a council must develop a program of **regular consultation** with its community in relation to the services it provides;
6. a council must **report regularly to its community** on its achievements in relation to the first five principles.

BEST VALUE AT BANYULE

Banyule has implemented an established policy, service review framework, and timetable for stage one of applying the Best Value principles at service delivery level. This has enabled Council to determine the most effective means of providing service to the community.

Each Banyule service has:

- Conducted a service review, including:
 - extensive community consultation
 - wide ranging benchmarking activities
 - service planning
- Prepared a service delivery proposal, including:
 - service objectives
 - Quality & Cost Standards (specification) to reflect the six Best Value Principles
 - ongoing service improvement action plan
 - key performance indicators and targets
- Reported regularly to the community on achievement against the Best Value Principles.

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Best Value Service Reviews completed during 2005/06 included the following services: Risk Management, Fleet Management, Major Projects and Infrastructure, and Business Services.

Banyule has successfully achieved its target of completing all of its scheduled Best Value service reviews by 31 December 2005, in accordance with the Best Value program and timetable and as required by the legislation. This is outlined in Table A – Best Value Program and Timetable Update on page 71.

A range of initiatives and processes have been developed and implemented throughout the organisation to integrate the Best Value principles into the life of the Council and promote a continuous improvement culture. The organisational approach to the application of each principle is outlined below:

I. Quality & Cost Standards

As part of Banyule's service review process every service has developed Quality & Cost Standards to define the scope of key functions/activities, key tasks and responsibilities and key performance indicators (KPI's) relating to quality & cost.

Quality & Cost Standards are reviewed and updated annually as part of the Best Value Plus program.

In determining Quality & Cost Standards for the service reviews conducted during 2005/06, Banyule has continued to consider aspects such as past exposure to competition under the previous CCT legislation, the service's performance history, consultation and benchmarking results. This approach meets the requirements of parts (a) to (e) of Section 208C of the *Local Government Act*.

Best Value Plus Program

The Best Value Plus Program (BV Plus) builds on the work achieved by each service unit's Best Value review by identifying, controlling and monitoring risks associated with quality, environmental and occupational health and safety.

The BV Plus program was designed to assist service units to implement the Banyule Management System and become certified against three key national and international standards of Best Practice:

- AS/NZS ISO 9001:2000 - Quality Management Systems
- AS/NZS 14001:2004 - Environmental Management Systems, and
- AS 4801:2000 - Occupational Health and Safety Management Systems.

All Banyule service units were successfully certified to these standards in December 2005. The organisation is now undergoing regular external auditing to ensure ongoing certification.

The BV Plus Program complements the Best Value process and proactively supports delivery of the key principles of Best Value. This program was recognised with a National Local Government Award in 2005 under the title 'Best Value Plus – World's Best Practice at Banyule'.

Benchmarking

In addition to service specific benchmarking projects undertaken as part of individual Best Value service reviews, Banyule also utilises the State Government's Annual Community Satisfaction Survey as a reliable and valid measure to compare and contrast its performance against a range of key service areas. These service areas (categories) measure how well Banyule is performing in relation to other metropolitan councils in responding to its community in the delivery of services and key overall governance measures such as advocacy, customer contact, community engagement and overall performance.

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The benchmarking process has fostered the development of service unit regional networks, who share information and explore alternative ways of solving common problems or issues. Other relevant service specific benchmarking projects are undertaken on an ongoing basis.

2. Responsive to Community Needs

As part of Banyule's Best Value service review process, emphasis is placed on the identification of intended users and stakeholders of each service. From analysis, the review teams have been able to develop a sound consultation strategy for each service review, which considers linkages across services and user/stakeholder groups. The service review process covers a full range of existing consultation sources in assessing and responding to community needs.

Banyule also has a range of strategies in place to provide targeted responsive support to those most in need through their community employment, education and training programs.

Over recent years, the State Government Annual Community Satisfaction Surveys have rated the level of community satisfaction in the Council's performance very highly. In the 2006 survey, community satisfaction with Council's interaction and responsiveness in dealing with the public (Customer Contact) was the highest in metropolitan Melbourne. This result reflects the continuing care and commitment of Council staff in providing services to the Banyule community.

Council continues to deliver its 'Out & About' program to foster better links and information flows with the community. Under this program, members of the customer service team (supported by service unit staff) attend community centres and events to promote Council and community programs and services, as well as educate the community on how to best access the services and opportunities available to them. This very successful program has a particular focus on groups who have difficulty in accessing Council information or services eg. senior citizens groups.

3. Accessible for whom the service is intended

Banyule's Best Value process closely examines the accessibility of Council's services to those to whom the services are directed.

Council's approach to accessibility is underpinned by its commitment in Banyule's new four-year City Plan 2006-2010 by the: 'Community Service Planning and Delivery' strategy – to 'Plan, facilitate and deliver accessible, relevant, safe and sustainable programs, facilities and services that address and respond to community needs and expectations'. Key priorities for this strategy include:

- Develop and implement an Inclusion Policy and Strategy to improve access for everyone to Council services and facilities. (A key objective is to acknowledge that different processes are needed to increase the inclusion of people from culturally and linguistically diverse (CALD) backgrounds, Aboriginal and Torres Strait Islander (ATSI) backgrounds and people with disabilities in local services and community life).
- Ensure the most effective services are provided for our children, young people and families through the implementation of the:
 - Municipal Early Years Plan
 - Youth and Family Services Strategy.
- Develop a Community Facilities Strategy that aligns asset expenditures with projected changes to the community profile.
- Continue to address the growing and changing service needs of our ageing community as part of our Active Ageing Strategy.

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The Best Value process has assisted Council in consolidating these priorities. The priorities will provide a framework for service units to continue to ensure Council services are accessible for its community.

4. Continuous Improvement

Banyule has a comprehensive continuous improvement program based on its Best Value Plus certification program. Key elements include:

(a) Best Value Service Action Plans

Each Best Value service review has incorporated the development of a comprehensive action plan for continuous improvement. The Best Value Action Plans:

- address the key issues and opportunities for improvement resulting from community consultation and benchmarking programs, the development of the Quality & Cost Standards and the review of current work practices
- include actions from key service unit strategies
- include a program of ongoing consultation and benchmarking to ensure that the services continue to meet community needs
- incorporate further service planning
- complement key Council plans, eg. City (Council) Plan, Annual Business Plan, State of the Environment Report, Banyule Health Plan and the Municipal Strategic Statement

(b) Annual Reporting and Planning

In addition to the Corporate Planning Program (City Plan and Annual Business Plan), all service units go through an Annual Review process to report on their performance in the previous year and plan their service for the following year. This includes:

- reviewing Service Objectives and Quality & Cost Standards
- completing an End of Year Best Value Report (Action Plan, KPIs and Summary of Performance/Key Highlights)
- conducting service unit/directorate planning for the next year, including:
 - reviewing performance against last year's action plan taking into account community feedback from ongoing consultation
 - reviewing performance against the KPI's and targets and determining any changes to KPI's and targets for the coming year
 - determining priorities and key challenges
 - developing an updated Action Plan

(c) Performance Reporting and Management

Council has implemented PRAMS (Planning, Reporting and Management System), an application that manages actions for service units and the organisation.

This provides all service units with a framework for:

- integrated reporting and monitoring on achievement of corporate and service unit actions
- developing Action Plans on-line, as part of the Annual Reporting and Action Planning Process

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(d) Cultural Initiatives

Council is committed to developing and implementing innovative human resource strategies that promote staff development, achievement and wellbeing. To achieve this, Banyule has continued to implement a range of key initiatives and programs including:

- The 'Working Together Working Better' program which provides a values framework for staff to: put the customer first, respect support and encourage each other, innovate and deliver best value, always be accountable, communicate effectively, and work together with the community.
- An Organisational Cultural Inventory program to support the growth and development of our organisational culture through development strategies that focus on achieving identified values and behaviours.
- Corporate Continuous Improvement meetings that provide the opportunity for staff to share information on current projects, experiences and lessons learned and to access industry expertise and innovation.

Ongoing Program - Continuous Improvement Framework

The organisation is currently developing a Continuous Improvement Framework to provide an ongoing program to sustain certification, best practice performance and address the Best Value Principles. This framework incorporates the next stages of Best Value and Best Value Plus.

Intense set up work for Best Value and Best Value Plus over a 4-year period has provided a solid foundation for Council. The Best Value Principles have now been fully integrated into the Banyule Management System.

The objectives of the Continuous Improvement Framework include:

- Continue to effectively apply the Best Value principles (and meet the BV Legislation).
- Maintain our Best Value Plus certification and provide a strong and sustainable continuous improvement framework to ensure future success.
- Continue to meet the changing needs of the community/customers.

The Continuous Improvement Framework consists of the following key components: Best Value Plus Annual Review Program' and a 'Targeted Review Program'.

➤ Best Value Plus Annual Review Program

The Best Value Plus Annual Review Program provides the framework for the continued implementation of our Banyule Management System, and for the continued improvement of service delivery and performance at Banyule. Corporate and service unit Annual Planning and Reporting, and Internal and External Audit Programs are in place to identify and address improvement opportunities.

A Management Review process is in place to assess the suitability and effectiveness of the Banyule Management System in achieving the desired aims and policies of the Council. This high-level annual review is undertaken by the Banyule Management System Steering Committee to determine the overall effectiveness of the system and to provide recommendations for improvements to the system. This information is presented to Directors and the CEO in the form of an annual report.

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➤ Targeted Review Program

A Targeted Review Program is also being developed to target key organisational continuous improvement opportunities. This program complements the Best Value Plus Annual Review Program), which will continue to deliver incremental continuous improvement. It aims to identify and implement more significant innovation opportunities and provide a flexible approach to respond to organisational challenges, needs and priorities.

Sector-wide Approach

Banyule also played an important role as part of the Best Value Practitioners Interest Group in partnering with Local Government Victoria and the Best Value Commission, in the development of the new Best Value Victoria Guidelines.

5. Regular Community Consultation

In addition to specific community consultation projects undertaken as part of individual Best Value service reviews, Banyule also conducts regular comprehensive community surveys and stakeholder forums prior to developing or revising corporate policies and strategic plans. It also draws on other current community consultation data sources such as:

- State Government's Annual Community Satisfaction Surveys
- Key Council plans and strategies (eg. City Plan, State of the Environment Report, Municipal Strategic Statement and the Municipal Health Plan)
- Demographic information on residents and businesses

Key projects conducted in 2005/06 include consultation relating to: development of Banyule's Municipal Early Years Plan and Active Ageing Strategy, a Youth Needs Analysis project and participation in the State Government's Indicators for Community Strength project.

New City Plan 2006-2010

In preparing Banyule's new four-year City Plan 2006-2010, extensive community consultation has been carried out and reviewed. This included a range of targeted consultation, last year's Community Wellbeing Survey and consultation associated with the Best Value service reviews. As part of the development of the plan, councillors and senior staff participated in the planning process that reviewed the consultation, along with a snapshot of the City's latest demographic trends.

Community consultation is an important component built into Council's City Plan strategies to ensure Council continues to meet the changing needs of our community. Key priorities include developing and implementing a Community Consultation & Engagement Strategy that will assist Council to continue to consult effectively, identifying further participation opportunities for Banyule's Culturally and Linguistically Diverse (CALD) communities and working with the community towards the development of a long term Community Plan by 2008.

State Government Annual Community Satisfaction Survey

The 2006 Annual Community Satisfaction Survey again produced good results for Banyule City Council. Banyule's results were similar to those of all councils in the Inner Metropolitan Group for all of the 13 categories measured except two. Those two categories were Customer Contact and Waste Management, in which Banyule received higher results than the average score for all councils in the Group.

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The 'Customer Contact' result recognises the genuine care and commitment that Council staff provide to the Banyule community, whilst the continuing high result in 'Waste Management' highlights how well the new Waste Management Service has been accepted. The system continues to be popular with residents, as well as providing better protection for our environment.

Banyule will continue to identify and address opportunities for improvement in all categories measured, in particular for five categories, where results had declined since last year's relatively high results (for these categories).

The Department of Victorian Communities (DVC) survey results this year and the consistently high results over the last eight years of the survey, demonstrate Banyule's on-going commitment to continuous improvement and meeting the needs of its community.

6. Reporting regularly to the community

The Best Value report is included as part of Banyule's Annual Report document and is also available on Banyule's website in the comprehensive Best Value section (simply log onto Council's home page at www.banyule.vic.gov.au and follow links to Your Council and Best Value). Hard copies are available for viewing at Council's three service centres.

Copies of documents relating to Council reports on individual Best Value service reviews are available for viewing via Banyule's internet site (from the above page under the heading 'Best Value Completed Reviews') or from the 'Business Services' team, located at Council's Ivanhoe office (275 Upper Heidelberg Road).

Each Best Value service review for external services has included a report in the Banner on the key roles, achievements and challenges for the service. Council also regularly utilises its monthly newsletter the 'Banner' to report back to the community on its achievements, including Best Value improvements to services.

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Table A - Best Value Program and Timetable Update

Banyule has successfully achieved its target of completing all of its scheduled Best Value service reviews by 31 December 2005, in accordance with the Best Value program and timetable outlined below:

Service Unit Review	2000/01	2001/02	2002/03	2003/04	2004/ Dec'05
Functions (The Centre Ivanhoe)	Completed 2 July 2001				
Aquatics (incorporating Council's Ivanhoe Aquatic & Fitness Centre, the Olympic Leisure Centre, Greensborough Pool and Netball Stadium)		Completed 8 Oct 2001			
Information Technology (incorporating IT development and IT Operations)		Completed 6 May 2002			
Waste Management (incorporating Waste Management, Hard Waste, Skip, Operations Depot, Transfer Station & Waste Education)		Completed 17 June 2002			
Parks & Buildings (incorporating Horticultural Services & Nursery, Park Maintenance/Mowing Services, Bushland Management, Tree Care and Building Maintenance inc. Contract Management)		Completed 17 June 2002			
Development Services (incorporating Development Planning Services, Engineering Services and Building Control Services)			Completed 25 Nov 2002		
Early Years (incorporating Child Care, Family Day Care, Pre Schools, Children Services Resource & Development Officers, Maternal & Child Health and Family Support)			Completed 9 Dec 2002		
Administration & Laws (incorporating Administration & Governance, Municipal Laws and Records Management)			Completed 26 May 2003		
Strategic and Economic Development (incorporating Strategic Planning, Economic Development, Environment Planning, Infrastructure & Asset Management, Valuations and Property Services)			Completed 30 June 2003		
Communications Service (incorporating verbal, written and electronic means of communication)			Completed 30 June 2003		
Financial Services (incorporating financial accounting, management accounting and revenue collection)				Completed 22 Sep 2003	
Youth Services (incorporating youth participation and development, service co-ordination and support, information & referral support and programs including Jets Studios, LINK-U)				Completed 19 April 2004	
Customer Service (incorporating service centre operations, call centre operations, customer payment processing/ cashiering, promotion of Council services)				Completed 17 May 2004	

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Table A - Best Value Program and Timetable Update (cont.)

Service Unit Review	2000/01	2001/02	2002/03	2003/04	2004/ Dec'05
Street Sweeping & Cleansing Services (incorporating street sweeping, pits & drain cleaning, public toilet & bbq cleaning, litter collection, dumped rubbish)				Completed 7 June 2004	
Health Services (incorporating immunisation, food safety and public health)				Completed 21 June 2004	
Leisure & Cultural Services (incorporating leisure service planning, facility development, cultural services, events and festivals, 'Access for All Abilities' program, older adults leisure program, sporting and community liaison)				Completed 21 June 2004	
Aged & Disability Services (HACC) (incorporating service co-ordination, intake & assessment, home care, personal care, property maintenance, respite care, meals preparation & delivery, planned activity groups, senior citizens liaison & support, workforce development and service development)				Completed 21 June 2004	
Human Resources (incorporating recruitment, training & professional development, induction, industrial relations, employee relations, HR planning & reporting, return to work management, organisational cultural inventory and personnel administration)					Completed 16 May 2005
Social Planning Unit & Access & Inclusion (incorporating planning for health, crime prevention, community safety, public open space, built environment, together with access and inclusion, social planning, co-ordination of community grants, networking & partnerships, volunteer resourcing and advocacy)					Completed 20 June 2005
Risk Management (incorporating provision of effective risk management programs, liability management, managing OHS system, providing leadership, support, training and advice)					Completed 26 Sep 2005
Fleet Management (incorporating plant & fleet management, workshop repairs & services for all Council vehicles, plant, trucks & equipment, including purchasing of fleet & supporting administration)					Completed 12 Dec 2005
Major Projects & Infrastructure (incorporating roads & infrastructure maintenance, construction & project supervision, and building maintenance & services on Council owned buildings)					Completed 12 Dec 2005
Business Services (incorporating tendering & contract management Banyule management system development & support, corporate planning & reporting, leadership and support for organisational programs & projects, consultation & survey support)					Completed 12 Dec 2005

