

Service Review Framework

First Approved	21 July 2025 (C249/07/25)
Review Frequency	4 yearly or as required
Status	Discretionary
Last Reviewed	July 2025
Next Review Due	July 2029
ECM ID	5988119
Responsible Division	Corporate
Related Documents	A2040 Strategic Management Plans Public Consultation Policy Risk Management Framework Procurement Policy and Procedure
Applicable Legislation	<i>Local Government Act 1999</i> <i>Local Government (Financial Management) Regulations 2011</i> <i>Work Health and Safety Act 2012</i>

1. Purpose

1.1. The purpose of this Service Review Framework (**Framework**) is to set out Council's approach to consistently and objectively reviewing its services.

2. Scope

2.1. The Framework applies to Service Reviews endorsed by Council for review.

2.2. The Framework does not apply to organisational improvement activities undertaken as part of routine business operations.

3. Glossary

Term	Definition
Annual Community Plan and Budget	The Council's yearly plan that sets priorities, including which services will undergo review, and allocates funding accordingly.
Best Value	A term used in government policy to describe the overall value of a service, not just in financial terms, but in value to the community. It considers service effectiveness and efficiencies and how services are achieving continuous improvement.
Business Improvement	Activities aimed at improving the service and customer experience e.g., achieving efficiencies by reducing wasteful activities and streamlining processes.
Community Engagement Plan	A documented strategy for engaging the Alexandrina community (Tier 3 stakeholders) during service reviews, in accordance with Council's Public Consultation Policy.
Continuous Improvement	An ongoing approach to making incremental improvements to how we work.
Discovery Report	A summary of insights gathered during the Discover stage of a Service Review, including current service performance, user needs, costs, and opportunities for improvement.

Term	Definition
Division	A division within Alexandrina Council refers to a distinct operational area in the organisational structure that delivers specific services, programs and functions. Alexandrina's Divisions are Community, Corporate, Infrastructure and Office of the CEO.
Executive Team	The organisation's core leadership team. Comprises of the Chief Executive Officer, General Managers and Chief Financial Officer.
Governance	The term applied to the rules, structures, actions and decision-making processes that are used to ensure accountability, transparency and compliance.
Human-Centered Design (HCD)	An approach to service reviews that places the needs and experiences of service users at the centre of the process, using iterative stages of exploration and decision-making.
Implementation Plan	A plan developed after the review that details how recommended changes will be put into practice, including timelines, responsibilities, and monitoring arrangements.
Improvement Report	A document outlining key findings from the Discovery Report, improvement opportunities, and recommended changes from a Service Review.
Levels of Service	Defines the amount of activity (or standards) provided by a service. In some cases, this may include quantitative descriptors of quality standards and qualitative statements outlining minimum expectations.
Lessons Learned Log	A record of insights and experiences from the Service Review process to inform continuous improvement in future reviews.
Pain Point	A specific problem, frustration, or obstacle experienced by a person or group when interacting with a service, product, or process.
Principle	A value (or rule) that guides how we work, behave and make decisions.
Project Brief	A formal document developed in the Initiate stage that outlines the scope, exclusions, objectives, timeline, resources, stakeholders, and engagement strategy for the Service Review.
Project Scope	The Project Scope defines the boundaries of a Service Review, including what will be reviewed, what is excluded, key objectives, deliverables, timelines, and required resources.
Review Outputs	Documents or deliverables produced at various stages of the review, such as the Project Brief, Discovery Report, Improvement Report, and Implementation Plan.

Term	Definition
Review Sponsor	A General Manager responsible for overseeing a Service Review, ensuring it aligns with strategic objectives, provides guidance and support to the project team, and acts as the key link between the review and Council or executive leadership.
Service	A function, activity, or set of activities delivered by an organisation to meet the needs, expectations, or obligations of its customers, community, or stakeholders. Services may be provided directly to the public (external services) or support internal operations (internal services), and can be delivered in-house, in partnership, or through external providers. Services may be statutory (required by law) or discretionary (Council chooses to provide).
Service Area	A grouping of services within the organisational structure, representing the way the organisation manages the financial and human resources of the organisation. Internally Service Areas are known as 'cost centres' in the organisation's financial systems.
Service Area Team	The group of staff responsible for delivering and supporting the service on an ongoing basis.
Service Catalogue	The service catalogue will document Council's Service Areas grouped by Division > Department > Service Area (cost centre). Following each service review, the Service Catalogue will be updated to document individual Services and Service Levels.
Service Delivery Team	The team responsible for ongoing delivery and support of a service after improvements are implemented.
Service Improvement Action/s	The specific outcomes, changes, or initiatives approved by Council following a Service Review.
Service Review	A structured review/analysis of a service of Council to ensure it is delivered to Service Users at the right level, time and cost.
Service Review Facilitator	The designated corporate lead responsible for managing and coordinating the Service Review process. This role includes developing the Project Brief, facilitating team activities, maintaining project documentation, providing updates to the Review Sponsor, and preparing relevant reports to guide decision-making.
Service Manager	The Manager responsible for the day-to-day operation and performance of the service under review.
Service Review Process	A structured five-stage approach to reviewing services: Initiate, Discover, Define, Develop, Deliver/Evaluate/Evolve.
Service Review Team	The team responsible for carrying out a Service Review as identified in each Service Review Project Scope.
Service Users	The internal and/or external customers of the service.

Term	Definition
Stakeholder	An individual or group that is impacted, interested or has a concern in the Service. This is a broad term which can include community, members of the service staff, community group representatives, other levels of government, Council Members and service delivery partners etc.
Stakeholder Tiers	Classification of stakeholders in three groups for engagement purposes: Tier 1 - Key Advisors (community, technical, Other), Tier 2 - Service Users/Directly Impacted, Tier 3 - Alexandrina Community (general public).

4. Service Review Objectives

- 4.1. The following relevant objectives aligned with Council's A2040 Strategic Management Plan will serve as the primary guidance for the service review process:
 - 4.1.1. **Strategic and accountable performance** – ensure services are aligned with Council's A2040 Strategic Management Plans and comply with legislative and regulatory requirements.
 - 4.1.2. **Affordable and effective service delivery** – consider service levels, affordability, community expectations and willingness to pay.
 - 4.1.3. **Engaged Community and informed decision making** – engage with stakeholders to receive and provide information about service delivery reviews.
- 4.2. Additional strategic objectives may be considered for individual Service Reviews.
- 4.3. Every Service Review Project Brief will clearly define the objectives of the Individual Service Review and be approved by Council.

5. Service Review Selection

5.1. Council will consider the following criteria when prioritising Service Reviews for inclusion in the Annual Community Plan and Budget each year:

- 5.1.1. **Importance** – the level of importance placed by the community or organisation on the service.
- 5.1.2. **Satisfaction** – the level of user satisfaction with the service.
- 5.1.3. **Financial Investment** – services that require significant financial investment will be prioritised for review to ensure that these resources are being used effectively.
- 5.1.4. **Impact** - of the service on the organisation, community, environment, and/or economy.
- 5.1.5. **Risk** – the severity, urgency and likelihood of issues impacting the service; for example, potential changes to legislation, funding arrangements or service delivery models.
- 5.1.6. **Legislation** – whether the service is required (or not) under local government legislation and any issues of non-compliance.

6. Service Review Principles

6.1. In conducting Service Reviews, the Council will ensure that the:

- 6.1.1. service is supporting the strategic objectives of Council and the community
- 6.1.2. customer (community) needs are at the heart of decision making
- 6.1.3. Project Scope of a review is adequately defined and appropriate to the service
- 6.1.4. process, methodology, and key decision points are transparent and clearly communicated
- 6.1.5. early stakeholder engagement and ongoing consultation is undertaken
- 6.1.6. purpose and outcomes of service reviews are clearly communicated to stakeholders
- 6.1.7. service reviews and associated recommendations are not considered in isolation and any impacts (for example on another service) are considered prior to making a decision
- 6.1.8. decisions support fairness and equity of service provision
- 6.1.9. opportunities such as revenue generating, cost savings, alternate service delivery models, and business improvement initiatives are considered
- 6.1.10. Council's financial goals are supported

7. Stakeholder Engagement and Community Engagement

7.1. Early stakeholder engagement is to be undertaken during Service Reviews.

7.2. For the purpose of Service Reviews stakeholders are categorised into three tiers:

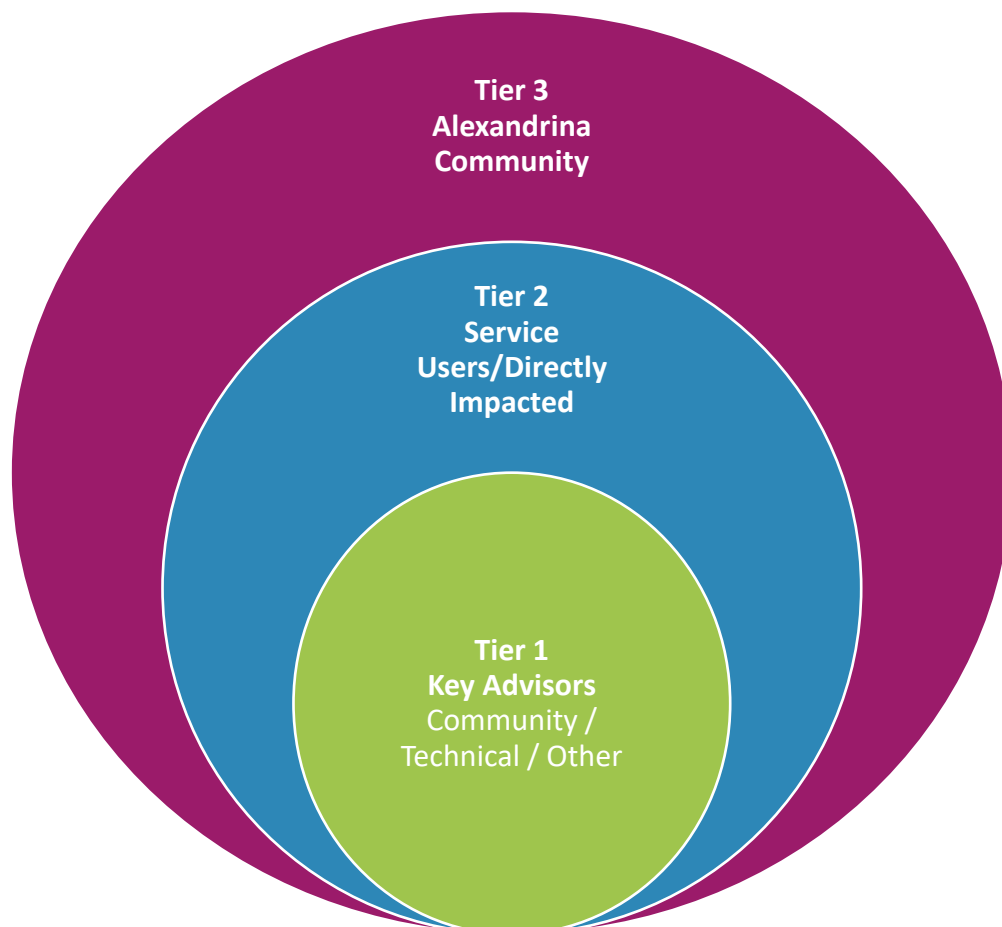
- Tier 1 - Key Advisors – Community/Technical/Other
- Tier 2 - Service Users/Directly Impacted
- Tier 3 - Alexandrina Community

7.3. Stakeholders may be engaged to contribute insights into the review process. This may include sharing their objectives in using the service, satisfaction levels, suggestions for improvement, testing prototypes (where applicable), and other relevant feedback.

7.4. Tier 1 and 2 Stakeholders will be identified through the Project Brief which is to be approved by Council.

7.5. Where Community Engagement with Tier 3 'Alexandrina Community' is required, it will be undertaken in accordance with Council's Public Consultation Policy and supported an approved Community Engagement Plan.

Figure below: Service Review Stakeholder Categories:



8. Service Review Process

8.1. The Service Review Process is based around Human-Centered Design (HCD)¹, an approach that puts service user needs at the heart of the process. The process has five stages and requires different phases of divergence and convergence thinking.

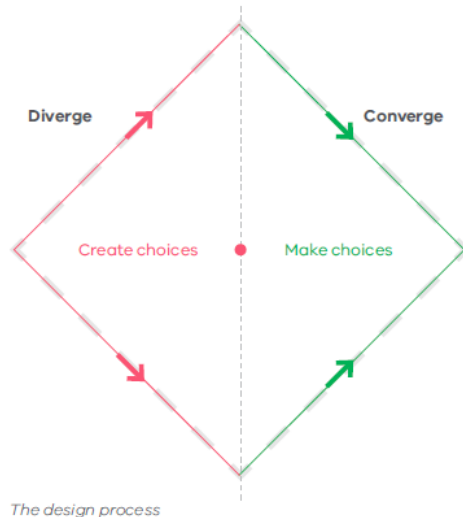
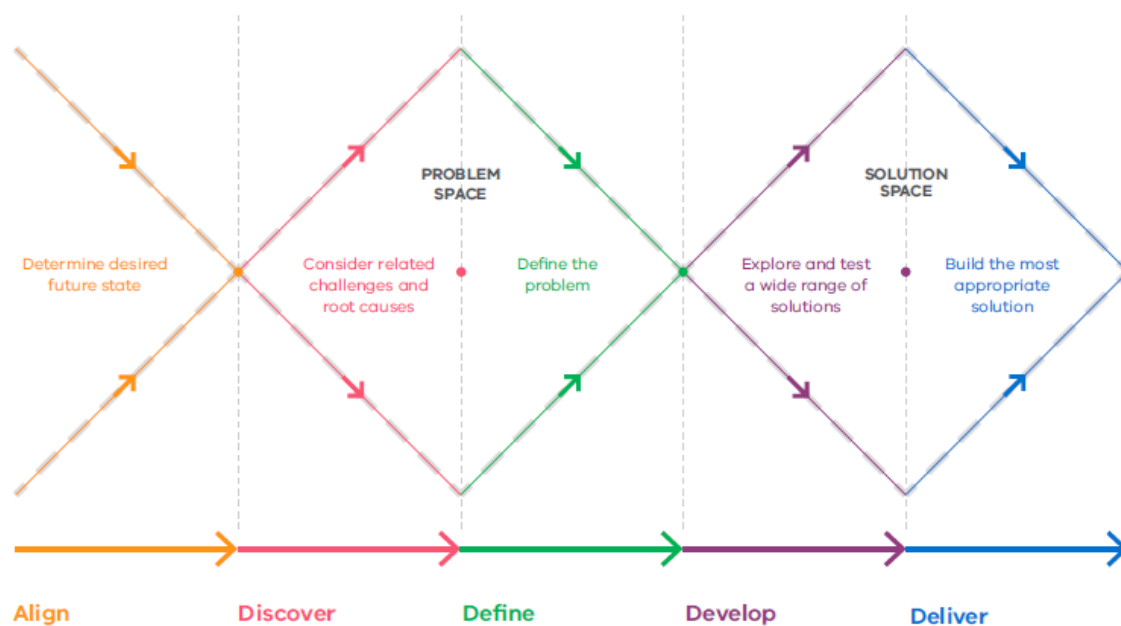


Figure below: Human-Centered Design Process



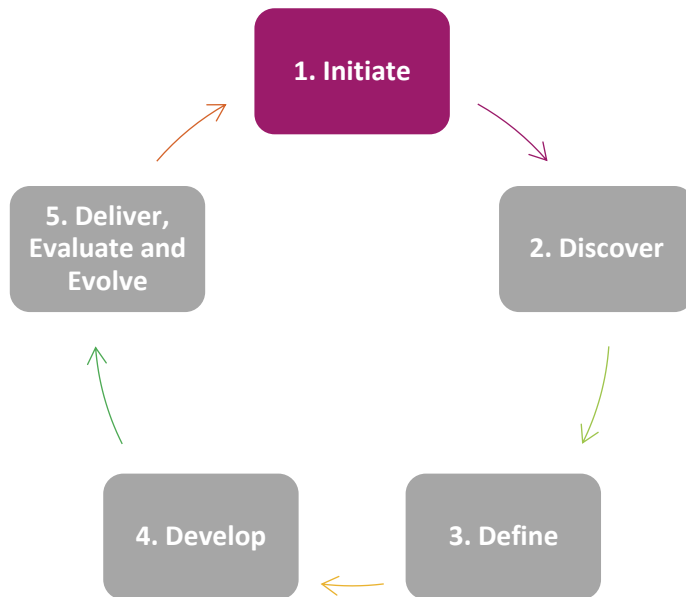
8.2. In the Service Review process, 'Divergent' phases like Discover and Develop are for exploring ideas and possibilities without focusing too much on analysis. Convergent periods, such as Align, Define and Deliver, are periods of evaluating, articulating and making choices around what to pursue. Successful HCD projects dedicate a healthy amount of time for both divergent and convergent periods.

8.3. Based on the Human-Centered Design approach, the methodology for Alexandrina Council Service Reviews involves the following steps:

¹ [Human-Centred Design Playbook, State of Victoria \(Department of Premier and Cabinet\), 2020](#)

Step 1: Initiate

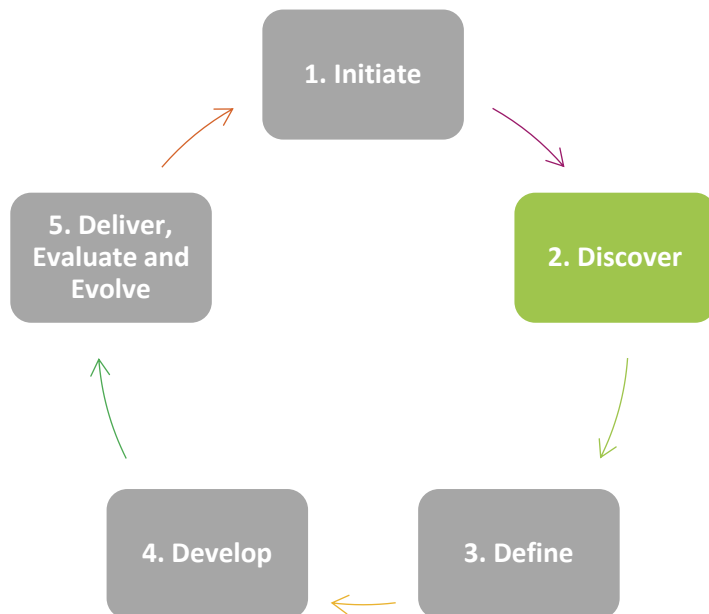
This commences the service review process.



Key Activities	• Decision to undertake a service review • Appointment of Review Sponsor • Service Review Project Brief Development ○ Description of project scope ○ Scope exclusions ○ Project objectives ○ Project stages deliverables and target completion dates ○ Resources required (internal and external) ○ Key stakeholders ○ Engagement Strategy
Internal Stakeholders	• Service Review Team • Review Sponsor • Service Review Facilitator • Service Manager • Service Area Team • Executive Team • Council
Outputs	• Project Brief
Decision Point	• Project Brief to Council for approval
Approximate timeframe for Step 1 Initiate	• 4 weeks

Step 2: Discover

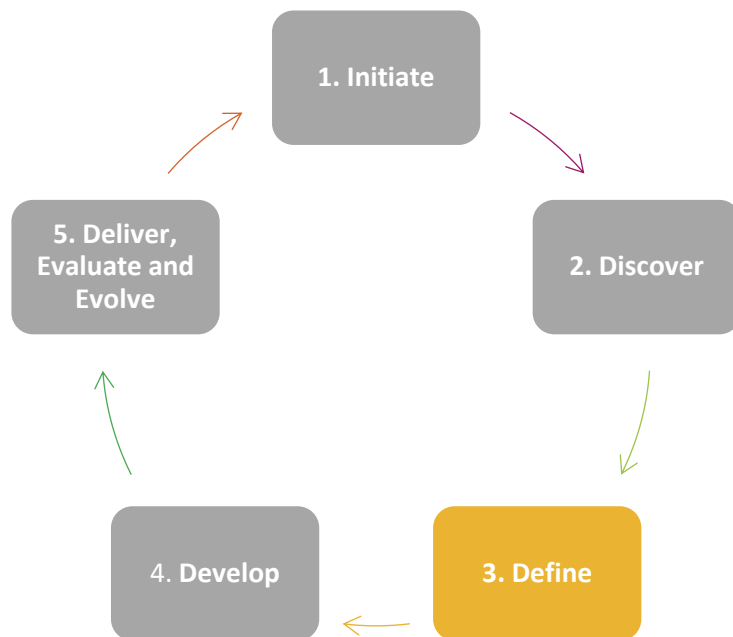
Gain a deep understanding of the current state of play of the service, its purpose, users, processes, costs, and value.



Key Activities	• Map business processes • Identify stakeholders • Conduct user research to understand service usage and impact • External benchmarking • Understand service costs
Stakeholders	• Review Sponsor • Service Review Team • Service Area Team • Service Users • Tier 1 Key Advisors
Outputs	• Document service catalogue within Service Area • Business Process Mapping • Stakeholder Mapping • User Insights • Service usage metrics • Service input, outputs and outcomes • Service Cost Review
Decision point	• Status report to Executive for decision to progress to next step (3).
Approximate timeframe for step 2 Discover	• 6 weeks

Step 3: Define

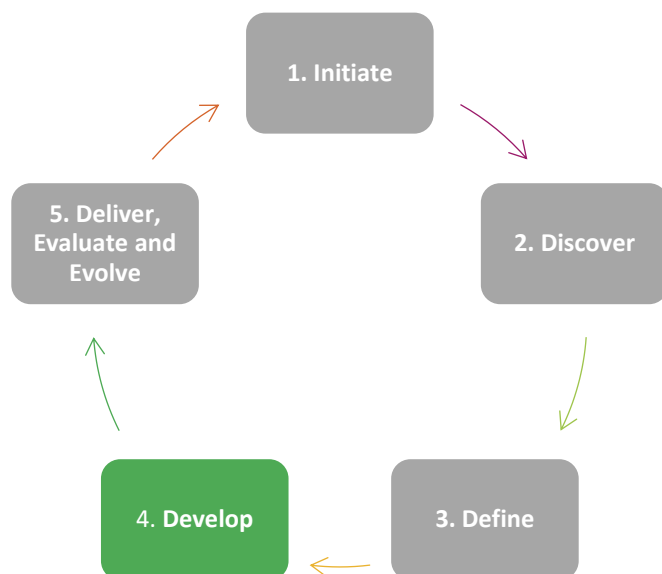
Clearly understand and define the issues that need to be addressed



Key Activities	- Analyse user research to identify pain points and improvement opportunities - Assess and prioritise these opportunities based on their importance or value - Develop problem statements or theories for testing - Review of Service Review Objectives
Stakeholders	- Review Sponsor - Service Review Team - Service Area Team - Tier 1 Key Advisors - Council Members
Outputs	Discovery Report
Council Communication Point	Discovery Report presented to a Council Workshop
Approximate timeframe for Step 3 Discover	6 weeks

Step 4: Develop

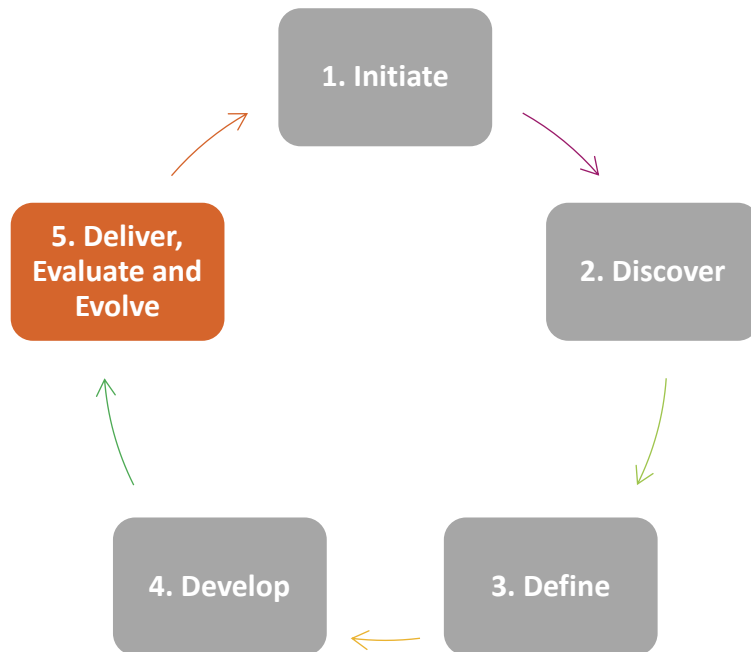
Identify and evaluate possible solutions for testing.



Key Activities	- Facilitate brainstorming and creative idea generation sessions - Sort and organise generated ideas - Evaluate ideas to identify those worth prototyping - Document recommended service levels and performance measures - Finalisation of the Improvement Report
Stakeholders	- Review Sponsor - Service Review Team - Service Area Team - Users (optional but valuable for fresh perspectives) - Tier 1 stakeholder - Executive - Council
Test Solution/s	Tier 2 Service Users/Directly Impacts
Outputs	- Improvement Report - Community Engagement Plan (if required)
Decision Point	- Initial Improvement Report to Council to consider preliminary options and consultation requirements which may include Tier 2 and/or Tier 3 Stakeholders - Second Improvement Report to Council to consider options and consultation requirements with Tier 3 Stakeholders (if required) - Final Improvement Report and Consultation Outcomes to Council
Approximate timeframe for Step 4 Develop	- Initial Improvement Report 6 weeks - Tier 2 consultation 4 weeks (if required) - Tier 3 consultation 6 weeks (if required) - Total up to 16 weeks

Step 5: Deliver, Evaluate and Evolve

Deliver approved Service Improvement Actions, adapt and enhance the service continuously to meet evolving user needs.



Key Activities	• Develop the Implementation Plan • Approved Service Improvement Actions added to register for monitoring and reporting • Make iterative changes to the service as required in line with Improvement Report and Council Decisions. • Continue to monitor service performance
Stakeholders	• Review Sponsor • Service Delivery / Support Team • Service Review Team • Executive • Users and stakeholders
Outputs	• Communication of any changes and close the loop with stakeholders • Updates to previously developed documents, as required • Lessons Learned Log (relating to Service Review Process and findings).

9. Availability of Framework

This Framework will be available for inspection on the Council's website www.alexandrina.sa.gov.au. Copies can also be provided upon payment of a fee in accordance with Council's Schedule of Fees and Charges.