GLEN EIRA CITY COUNCIL
Best Value Report 2019-2020

BENTLEIGH

BENTLEIGH EAST

BRIGHTON EAST

CARNEGIE

CAULFIELD

ELSTERNWICK

GARDENVALE

GLEN HUNTLY

MCKINNON

MURRUMBEENA

ORMOND

ST KILDA EAST

Best Value

The Best Value model is a key component of the Council's continuous improvement program. Best Value principles allow the Council to benchmark services, assess their efficiency, and gauge the extent to which they meet community needs. The aim is to improve the responsiveness, quality, efficiency, accessibility and value of the services that Council provides to the community.

Best Value aims to ensure local government services are the best available and meet the needs of the community.

BEST VALUE FRAMEWORK

The *Local Government (Best Value Principles) Act 1999* requires the six Best Value principles to be applied to all Council services. These are:

- Best quality and value-for-money;
- Responsiveness to community needs;
- Accessibility of services to those who need them;
- Continuous improvement of services;
- Community consultation on all services and activities; and
- Regular community reporting on Council achievements.

Embedding the Framework

Glen Eira City Council has introduced an organisation wide approach to further embed the Best Value Principles in all that we do and to ensure ongoing success and sustainability in the long term.

Council has an ongoing schedule of improvement projects considering the Best Value Principles in section 208C of the Local Government Act and ensure services:
- remain relevant and aligned with community needs and wants, now and in the future;
- are effective in achieving planned outcomes that meet the community's needs and wants;
- operate efficiently and are delivered at an affordable cost to the community. Service reviews aim to optimise the use of Council's human resources, systems, materials, plant and equipment, infrastructure and facilities; and
- deliver long term sustainable financial viability.

BEST VALUE HIGHLIGHTS

Highlights from the financial year 2019/20.

Covid-19 support on our websites

Our website content had to rapidly adapt to the ever-changing situation caused by the Covid-19 pandemic and restriction that followed, including varied changes to the services Council was providing. A dedicated Covid-19 page was created to advise the community of updates on the current situation and the impact Council services. This page has been viewed 19,945 times.

Website transaction assistant

We fast tracked our implementation of live chat to assist our residents during the COVID-19 pandemic, providing an additional channel for contact and support while our face-to-face operations were unavailable. Live chat is available on both the Council and Library websites, and we trained our customer service and library staff to respond to our customers. From April to June we received more than 2,800 chats, with the majority of questions relating to waste management, library, building and rates.

Parking Enforcement Service Review

The Parking Enforcement Service was reviewed with the aim of delivering better community outcomes, improved customer experience and a faster infringement appeals process. Review outcomes include:

- a change in the delivery focus from the current compliance model to a community safety and education model, supported by outcome focused performance bonuses and penalties under a new contract
- a saving of $220,000 per year over the next three years by moving the customer service function in-house
- a clearer, more informative webpage and streamlined back-end processes have reduced the number of non-compliant appeals received. Importantly it has reduced the overall appeals processing time from 75 days to 36 days as at 30 June 2020. *(This figure has subsequently decreased even further to 20 days as at 30 August 2020).*

Library and Glen Eira Leisure websites

The new Library website was launched in July 2019 improving user-experience and reducing the bounce rate from 55.85 per cent in 2018–19 to 29.10 per cent in 2019–20. The new Glen Eira Leisure website was also launched in July 2019 improving user-experience and reducing the bounce rate from 46.71 per cent in 2018–19 to 31.88 per cent in 2019–20.

High Priority transactions

Since 2017-18 Council digitised 17 high priority transactions. The transactions were considered as an end-to-end process to deliver a digitised solution with a supporting automated back end process. In 2019-20 Council continued this project digitising further transactions such as Hard Rubbish booking, infringement appeals, tree referrals, footpath renewals and Glen Eira Leisure incident and first aid reports. Digitisation provides more opportunities for customers to have 24/7 online access to services, reduction in waiting times, reduction in paper and printing and improved customer experience.

For more information on some of this year's benefits please refer to the Annual Report.

Service reviews

The following services have been reviewed to provide improved customer experience, better quality services and more efficient and cost-effective processes:

- Infrastructure and Assets
- Noise complaints
- Parking enforcement

In 2020/21, the Service Reviews and Service Plans frameworks will be updated to better serve the Council's needs, with areas scheduled to support the new integrated planning framework.

Great@GlenEira Portfolio

In addition to the schedule of service reviews Council has a transformation portfolio of projects to provide a genuine end-to-end approach. As part of this highly regarded program of works the following projects were completed in 2019-20.

- A new Transformation Program to guide the next round of improvements
- New Library and Glen Eira Leisure websites
- Improved search functionality on Council's website
- A new community dashboard to provide transparent and timely reporting on Council's performance
- Introduction of business intelligence to make more informed decisions to better understand and serve our community
- Smart city technology to improve liveability now and into the future
- Virtual reality capability to enhance community engagement
- Enterprise data business intelligence tool
- Rollout of Office 365 with mobile access
- Uplift of resource skills and capacity in user experience, lean practices, innovation and creativity, community engagement, change agility, business intelligence and project management
- A Customer Strategy for Glen Eira to become empathetic, accessible, timely, simple and consistent
- ICT transformation – integration architecture, change management, process automations and security uplift
- Data ownership and management model

A new Transformation Program identified the following projects as key to enhance long term success and sustainability. Projects to be undertaken in 2020-21:

- Integrated Planning and Reporting Framework to ensure priority is given to the best outcomes for the community
- Future Service Planning Model to improve outcomes and better align with our communities' aspirations
- Fit-for-future intranet to provide a contemporary intranet platform that enables staff connect, collaborate and communicate so we can provide better services to the community
- Single customer view so our customers can nominate a channel preference for more seamless, holistic communication
- Gallery sensors to better understand our customers' movements and preferences.
- Smart Cities Roadmap to determine a program of work to improve liveability now and into the future
- A Parking Permit Digital Solution to improve the application process and reduce operational costs
- Website Transaction Assistant using artificial intelligence to respond to customer needs 24/7
- Increased support to our business community

- Redesign our Rates notice to be more user friendly
- Virtual Reality technology to further engage our community
- Electric Vehicle Charging as part of our commitment to reduce carbon emissions
- Online forms platform to further enhance customer experience

The projects above provide a sound foundation for Council's next round of initiatives that are currently underway for delivery in 2020-21.

REPORTING TO THE COMMUNITY

Regular, transparent reporting on Council's performance can be found in the Quarterly Service Performance Report and further performance and benchmarking information is available on Local Government Victoria's website Know Your Council. Council now also live streams all Council Ordinary Meetings to provide the community with transparency to Council and the decision-making process.

Council participates in the annual Local Government Community Satisfaction Survey to identify and respond to community wants and needs. Glen Eira City Council consistently performs higher than the state-wide rating.