



AGENDA

**FOR PROGRAM REVIEW SUB COMMITTEE MEETING TO BE HELD ON
8 FEBRUARY 2016 AT THE CONCLUSION OF SPORT, RECREATION AND
GRANTS COMMITTEE**

IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY

MEMBERS

Cr R Zahra (Chairman)
Mayor G Aldridge
Cr S Bedford
Cr D Bryant
Cr G Caruso
Cr L Caruso
Cr E Gill (Deputy Chairman)
Cr D Proleta
Cr B Vermeer

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
Manager Governance, Ms T Norman

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Program Review Sub Committee Meeting held on 30 November 2015.

REPORTS

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OTHER BUSINESS

CLOSE



**MINUTES OF PROGRAM REVIEW SUB COMMITTEE MEETING HELD IN
COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY ON**

30 NOVEMBER 2015

MEMBERS PRESENT

Cr R Zahra (Chairman)
Mayor G Aldridge
Cr S Bedford
Cr G Caruso
Cr G Reynolds (as Deputy to Cr L Caruso)
Cr E Gill (Deputy Chairman)
Cr D Proleta
Cr B Vermeer

STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Development, Mr T Sutcliffe
General Manager Community Development, Ms J Trotter
Manager Governance, Ms T Norman

The meeting commenced at 6:47pm.

The Chairman welcomed the members, staff and the gallery to the meeting.

APOLOGIES

An apology has been received from Cr D Bryant and Cr Reardon (as Deputy to Cr Bryant).

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr E Gill
Seconded Cr G Caruso

The Minutes of the Program Review Sub Committee Meeting held on 10 August 2015, be taken and read as confirmed.

CARRIED

Moved Cr D Proleta
Seconded Cr B Vermeer

The Minutes of the Confidential Program Review Sub Committee Meeting held on 10 August 2015, be taken and read as confirmed.

CARRIED

REPORTS

PRSC1 Program Review Update

Moved Mayor G Aldridge
Seconded Cr G Caruso

1. That the Program Review Update report be noted.

CARRIED

OTHER BUSINESS

Nil

CLOSE

The meeting closed at 7:04pm.

CHAIRMAN.....

DATE.....

| | |
|------------------------|---|
| ITEM | PRSC1 |
| | PROGRAM REVIEW SUB COMMITTEE |
| DATE | 08 February 2016 |
| HEADING | Appointment of Deputy Chairman - Program Review Sub Committee |
| AUTHOR | Michelle Woods, Projects Officer Governance, CEO and Governance |
| CITY PLAN LINKS | 4.4 To ensure informed and transparent decision-making that is accountable and legally compliant |
| SUMMARY | In accordance with Council resolution, this report addresses the requirement for Council to make a new appointment for the position of Deputy Chairman of the Program Review Sub Committee. |

RECOMMENDATION

1. Cr _____ be appointed as Deputy Chairman of the Program Review Sub Committee for a term of _____, commencing 01/03/2016.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 In February 2015 Cr Betty Gill was appointed Deputy Chairman of the Program Review Sub Committee for a one year term.
- 1.2 Council is now required to make a new appointment for this position.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Nil.
- 2.2 External
 - 2.2.1 Nil.

3. REPORT

- 3.1 In February 2015 Cr Betty Gill was appointed Deputy Chairman of the Program Review Sub Committee for a one year term.
- 3.2 The terms of reference for the Program Review Sub Committee specify:
 - *The Deputy Chairman will be appointed at the first meeting of the Committee for a term determined by the Committee.*

ITEM PRSC1

- 3.3 The term of the current appointment will expire in February.
- 3.4 Council is now required to make a new appointment for the position of Deputy Chairman of the Program Review Sub Committee.

4. CONCLUSION / PROPOSAL

- 4.1 Council is asked to make an appointment for the position of Deputy Chairman of the Program Review Sub Committee and specify the duration of that appointment.

CO-ORDINATION

| | | |
|----------|------------|------------|
| Officer: | Exec Group | MG |
| Date: | 02/02/2016 | 07/12/2015 |

| | | | |
|------------------------|---|-------|------------|
| ITEM | PRSC2 | | |
| | PROGRAM REVIEW SUB COMMITTEE | | |
| DATE | 08 February 2016 | | |
| PREV REFS | PRSC | PRSC3 | 10/08/2015 |
| HEADING | Program Review Update - Waste Transfer Station | | |
| AUTHORS | Peter Smith, Program Manager City Infrastructure, City Infrastructure Lyall Thomas, Manager Civil & Waste, City Infrastructure | | |
| CITY PLAN LINKS | 1.4 To deliver suitably integrated infrastructure that maximises economic efficiencies and opportunities for the community 4.5 To apply business and resource management that enables excellent service delivery and financial sustainability 4.6 To provide our customers with excellent service that meets their needs | | |
| SUMMARY | The Waste Transfer Station (WTS) provides a valued service to the community and plays a role in delivering Council's overall waste management strategy. The report provides a summary of the services provided, the opportunities and risks associated with the WTS and aims to stimulate discussion with the PRSC about the WTS future directions as a Council managed business. | | |

RECOMMENDATION

1. The information be received.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Service Summary Sheets -Waste Transfer Station

1. BACKGROUND

- 1.1 The Council in 2013 endorsed the review of all of Council's services through a Program Review process that aimed to identify potential savings, invest or redirect resources to priority areas, and make processes more streamlined and efficient.
- 1.2 The Program Review on the Waste Transfer Station commenced in July 2105 and a project brief was endorsed by Council in August 2015

2. CONSULTATION / COMMUNICATION**2.1 Internal**

- 2.1.1 General Manager; City Infrastructure
- 2.1.2 Manager Civil and Waste; City Infrastructure
- 2.1.3 Manager Financial Services; Business Excellence
- 2.1.4 Waste Transfer Station Staff; City Infrastructure
- 2.1.5 Work Health Safety Co-coordinator; Business Excellence

2.2 External

- 2.2.1 Environment Protection Authority
- 2.2.2 Office of Green Industries (incorporating Zero Waste)
- 2.2.3 Northern Adelaide Waste Management Authority

3. REPORT

- 3.1 The objective of this report is to provide PRSC with an update on progress of this Program Review and provide it with a summary of existing operating service levels by service area for the Waste Transfer Station.
- 3.2 The Waste Transfer Station (WTS) plays a key role in delivering the objectives of Council's City Plan 2020 through:
 - 3.2.1 Diverting waste from landfill;
 - 3.2.2 Supplementing Council's hard waste collection program;
 - 3.2.3 Encouraging recycling; and
 - 3.2.4 Providing incentives to recycle by offering discount to customers of the City of Salisbury.
- 3.3 Council's Waste Strategy is delivered in conjunction with Northern Adelaide Waste Management Authority (NAWMA) through multiple programs which include:
 - 3.3.1 Three bin system;
 - 3.3.2 Kerbside hard waste collection;
 - 3.3.3 Free hard waste voucher system to use the WTS;
 - 3.3.4 Discount for recycled loads, free drop off for specific items (Steel, cardboard, e-waste) and City of Salisbury residential discount for green waste; and
 - 3.3.5 Opportunity to use the WTS.
- 3.4 The Waste Transfer Station (WTS) is located at 55-61 Research Road, Pooraka, is managed by City Infrastructure and provides a range of waste disposal options for Council residents and the broader community.
- 3.5 The WTS is staffed by 5.97 Full Time Equivalent (FTE) with a normal shift requiring 4 staff to be on duty. The site operates on a 7 day a week operation 8am-4pm and is closed on Christmas Day, Good Friday, Anzac Day and New Years Day.

- 3.6 The WTS processes around 13,000 tonne of waste per year, the majority of which (94%) is diverted from landfill.
- 3.7 The WTS receives around 35,000 to 40,000 visits a year and is used by a broad spectrum of users both within and outside the City boundary that is made up of:
- 3.7.1 59 percent City of Salisbury residents and businesses;
 - 3.7.2 30 percent City Tea Tree Gully residents and businesses;
 - 3.7.3 11 percent from other Councils;
- of these percentages the following is a breakdown of waste types:
- 3.7.4 75 percent is domestic hard waste;
 - 3.7.5 20 percent is commercial waste; and
 - 3.7.6 5 percent is Council operations
- 3.8 The table below provides a summary of the operational breakdown of income and expenditure associated with the Waste Transfer Station with further breakdown of service levels provided in the attachments.

| Waste Transfer Station | | | |
|--|--------------------|----------------------|----------------------|
| Financials Summary - 2013-2014 to 2015-2016 | | | |
| | | | |
| | | | |
| | 2013-2014 | 2014-2015 | 2015-2016 |
| Statutory Charges | | \$ - | \$ - |
| User Charges | \$1,194,000 | -\$ 1,209,900 | -\$ 1,196,900 |
| Operating Grants and Subsidies | \$0 | \$ - | \$ - |
| Internal Income | \$471,465 | -\$ 440,000 | -\$ 448,500 |
| Other Revenue | \$100,000 | -\$ 127,000 | \$ 42,900 |
| Total Income | \$1,765,465 | -\$ 1,776,900 | -\$ 1,602,500 |
| | | | |
| Wages & Salaries | \$347,000 | \$ 355,600 | \$ 450,300 |
| Contractual Services | \$909,646 | \$ 933,100 | \$ 895,400 |
| Materials | \$15,885 | \$ 15,170 | \$ 18,240 |
| Depreciation | \$10,900 | \$ 10,900 | \$ 10,900 |
| Other Expenses | | \$ 10,000 | \$ 9,400 |
| Internal Expenses | \$88,970 | \$ 81,900 | \$ 89,900 |
| Total Expenditure | \$1,372,401 | \$ 1,406,670 | \$ 1,474,140 |
| | | | |
| Nett Operating | \$393,064 | \$ 370,230 | -\$ 128,360 |
| | | | |

- 3.9 The WTS has been recognised in a previous consultant review in 2010 as being well operated and managed within the constraints of a transfer station.
- 3.10 The WTS has had capital works undertaken to continue to meet EPA requirements, significantly improve the recycling and management of waste and improve the safety of the public and staff at the site.
- 3.11 Staff work collaboratively with NAWMA for strategic development of the operations and also in partnership with contracts such as the green waste, e-waste and general waste processing to return the best value for CoS and NAWMA.

- 3.12 Council as the owner has the decision making capacity and the ability to set future directions of the WTS including:
 - 3.12.1 Accessibility to the community by hours of operation
 - 3.12.2 Fee structure and ability to provide concession for residents;
 - 3.12.3 Ability to generate a financial surplus;
 - 3.12.4 Support Council operations; and
 - 3.12.5 Opportunity to service future residential/business growth areas
- 3.13 Industry trends include:
 - 3.13.1 Increased competition from private sector;
 - 3.13.2 Reduction in income received from scrap metal;
 - 3.13.3 EPA requirements and levy increases;
 - 3.13.4 Minimising landfill via mechanical handling of waste to maximise recycling;
 - 3.13.5 Green and recyclable waste picked up from kerbside (3 bin systems); and
 - 3.13.6 Innovative reuse of materials eg. Toner cartridges in asphalt
- 3.14 The implementation of operational improvements, recycling and WHS requirements have resulted in:
 - 3.14.1 The facility being upgraded to significantly improve traffic flows, appropriate storage of materials, coverage (roof) and expanding waste materials accepted for processing.
 - 3.14.2 Improved public and staff safety with operational changes including increased labour costs;
 - 3.14.3 Reduction in the internal green waste volumes entering the WTS
- 3.15 Considering the previous reviews, the capital upgrade works, the community benefit and the alignment to Council's Waste Strategy it is important that Council continues to influence how this facility is operated. To enable this requires Council to have ownership, however, how the service is managed/delivered is part of the review.
- 3.16 Prior to considering delivery models, consideration needs to be given to the waste management principles to determine the level of service in relation to the WTS includes:
 - 3.16.1 Accessibility to the community;
 - 3.16.2 Validating current services and expanding the types of waste accepted;
 - 3.16.3 Maximising the diversion of waste from landfill;
 - 3.16.4 Providing a service that is effective and efficient including further investment in mechanised solutions;
 - 3.16.5 Minimising the risk exposure of Council;
 - 3.16.6 Subsidising the residential disposal of waste; and
 - 3.16.7 Delivering a financial return on the business.

- 3.17 Staff will investigate which delivery/management model best meets those principles and undertake a detailed analysis of options for further consideration by Council.
- 3.18 Options for delivery/management would include:
- 3.18.1 Continue the WTS under the current operating processes/system;
 - 3.18.2 External management of operations
 - 3.18.3 Lease of the management of operations and site
- And also include operational review into
- 3.18.4 Investment of capital to reduce operating cost through the use of mechanical processing;
 - 3.18.5 Sale of part of the land.
- 3.19 The delivery of Program Reviews has tended to be undertaken by external consultants. In this case, there is internal expertise in waste management who have the necessary capacity, knowledge and capability to deliver a significant component of this review. Specialist input and an independent peer review will be undertaken as required.

4. CONCLUSION / PROPOSAL

- 4.1 The information contained in this report provides the opportunity for discussion on the principles that underpin the Waste Transfer Station expectations of Council.

CO-ORDINATION

Officer: Executive Group
Date: 02/02/2016

| | | | |
|--|---|-------------------------|-------------------------|
| Waste Transfer Station | | | |
| Summary Operational Service Levels | | | |
| | | | |
| | | | |
| SERVICE SECTION | Waste Transfer Station | | |
| SERVICE AREA | Operations | | |
| SERVICE AREA FTE's | 1.47 | | |
| BUDGET | Description | 2014-2015 | 2015-2016 |
| | Statutory Charges | \$ - | \$ - |
| | User Charges | -\$ 1,209,900.00 | -\$ 1,196,900.00 |
| | Operating Grants and Subsidies | \$ - | \$ - |
| | Internal Income | -\$ 440,000.00 | -\$ 448,500.00 |
| | Other Revenue | \$ - | \$ - |
| | Wages & Salaries | \$ 99,700.00 | \$ 101,800.00 |
| | Contractual Services | \$ 28,000.00 | \$ 28,300.00 |
| | Materials | \$ 15,170.00 | \$ 18,240.00 |
| | Depreciation | \$ 10,900.00 | \$ 10,900.00 |
| | Other Expenses | \$ 10,000.00 | \$ 9,400.00 |
| | Internal Expenses | \$ 81,900.00 | \$ 89,900.00 |
| | Total Budget | -\$ 1,404,230.00 | -\$ 1,386,860.00 |
| SERVICE METHOD | Internal asset and resources deliver service with a mix of permanent and, contract and casual staff | | |
| STRATEGIC LINKAGES | 1.4 To deliver suitably integrated infrastructure that maximise economic efficiencies and opportunities for the community 2.3 To reduce resource consumption and minimise waste generation 4.5 To apply business and resource management that enables excellent service delivery and financial sustainability 4.6 To provide our customers with excellent service that meets their needs | | |
| POLICIES, PLANS & STRATEGIES | Sustainable Futures 2020 | | |
| ASSETS SERVICED | This service function describes the general income stream for the Waste Transfer Station and any expenses not associated with landfill, recycling or cartage. | | |
| DESCRIPTION OF SERVICE | Operation of all services associated with the day to day operation of the Waste Transfer Station which is generally offset against contractor expenditure to provide a profit/loss statement. | | |
| SERVICE STANDARDS | That the Waste Transfer Station operates in a sustainable manner to produce the identified services expected by the community and does so in a way that generates a return on its investment. | | |
| SERVICE OUTCOME | Efficient Waste Transfer Station that maximise the recycling and reuse of materials. | | |
| PERFORMANCE INDICATORS | Number of complaints about the service The profit returned to Council on its investment The percentage of material diverted from landfill | | |
| CUSTOMER EXPECTATIONS / ENQUIRIES | A well operated and cost effective service that is available when required | | |
| LEGISLATION | Environmental Protection Act (1993) State Waste Strategy 2015-2020 Local Government Act (1999) | | |
| CONSEQUENCE (if service not provided) | While the Waste Transfer Station is well used and forms part of the overall waste strategy the number of alternative service providers, the risk exposure Council faces and the limited return it receives suggest that the service could be delivered by other parties in a more efficient manner while still providing the service to the community. | | |

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| Waste Transfer Station | | | |
| Summary Operational Service Levels | | | |
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| SERVICE SECTION | | Waste Transfer Station | |
| SERVICE AREA | | Bin_Compaction | |
| SERVICE AREA FTE's | | 4.50 | |
| BUDGET | Description | 2014-2015 | 2015-2016 |
| | Statutory Charges | \$ - | \$ - |
| | User Charges | \$ - | \$ - |
| | Operating Grants and Subsidies | \$ - | \$ - |
| | Internal Income | \$ - | \$ - |
| | Other Revenue | \$ - | \$ - |
| | Wages & Salaries | \$ 225,900.00 | \$ 348,499.78 |
| | Contractual Services | \$ - | \$ - |
| | Materials | \$ - | \$ - |
| | Depreciation | \$ - | \$ - |
| | Other Expenses | \$ - | \$ - |
| | Internal Expenses | \$ - | \$ - |
| | Total Budget | \$ 225,900.00 | \$ 348,499.78 |
| SERVICE METHOD | | Internal plant and labour resources | |
| STRATEGIC LINKAGES | | 1.4 To deliver suitably integrated infrastructure that maximise economic efficiencies and opportunities for the community 2.3 To reduce resource consumption and minimise waste generation 4.5 To apply business and resource management that enables excellent service delivery and financial sustainability 4.6 To provide our customers with excellent service that meets their needs | |
| POLICIES, PLANS & STRATEGIES | | Nil | |
| ASSETS SERVICED | | Services the Waste Transfer Station but does not provide a upgrade of the service more an operational function of the Waste Transfer Station | |
| DESCRIPTION OF SERVICE | | Compaction of general waste and green waste that is dropped off by WTS users. This service now also includes loading off bins as residents can no longer drop direct into bin. | |
| SERVICE STANDARDS | | All bins are compacted to ensure maximum load capacity is achieved | |
| SERVICE OUTCOME | | A cost effective and operationally effective process that leads to efficiency at the Waste Transfer Station. | |
| PERFORMANCE INDICATORS | | Maximum compaction and therefore load volume is maximised with every bin transported. | |
| CUSTOMER EXPECTATIONS / ENQUIRIES | | While the process is not governed directly by legislation it forms part of the Waste Transfer Station operations and therefore the following legislation is relevant. | |
| | | Environmental Protection Act (1993) State Waste Strategy 2015-2020 Local Government Act (1999) | |
| CONSEQUENCE (if service not provided) | | This is an essential part of the Waste Transfer Station operations and while time consuming it is also inefficient process but without investment this is the only option otherwise additional cost would be incurred for skip hire and transfer. | |

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| Waste Transfer Station | | | |
| Summary Operational Service Levels | | | |
| | | | |
| SERVICE SECTION | Waste Transfer Station | | |
| SERVICE AREA | General Landfill | | |
| SERVICE AREA FTE's | 0.00 | | |
| BUDGET | Description | 2014-2015 | 2015-2016 |
| | Statutory Charges | \$ - | \$ - |
| | User Charges | \$ - | \$ - |
| | Operating Grants and Subsidies | \$ - | \$ - |
| | Internal Income | \$ - | \$ - |
| | Other Revenue | \$ - | \$ - |
| | Wages & Salaries | \$ - | \$ - |
| | Contractual Services | \$ 399,300.00 | \$ 373,000.00 |
| | Materials | \$ - | \$ - |
| | Depreciation | \$ - | \$ - |
| | Other Expenses | \$ - | \$ - |
| | Internal Expenses | \$ - | \$ - |
| | Total Budget | \$ 399,300.00 | \$ 373,000.00 |
| SERVICE METHOD | Provided by external contractor | | |
| STRATEGIC LINKAGES | 1.4 To deliver suitably integrated infrastructure that maximise economic efficiencies and opportunities for the community 2.3 To reduce resource consumption and minimise waste generation 4.5 To apply business and resource management that enables excellent service delivery and financial sustainability 4.6 To provide our customers with excellent service that meets their needs | | |
| POLICIES, PLANS & STRATEGIES | Nil | | |
| ASSETS SERVICED | Services the Waste Transfer Station but does not provide a upgrade of the service more an operational function of the Waste Transfer Station. | | |
| DESCRIPTION OF SERVICE | This is the cost associated with landfill for any waste that cannot be used after it is processed through the MRF. | | |
| SERVICE STANDARDS | That a cost effective disposal path is available when required | | |
| SERVICE OUTCOME | All general waste can be disposed off to landfill from the Waste Transfer Stations operations Compliance with EPA Licence | | |
| PERFORMANCE INDICATORS | Landfill site is managed in accordance with EPA guidelines | | |
| CUSTOMER EXPECTATIONS / ENQUIRIES | As long as service is available there is probably no other expectation other than a safe a clean place to undertake this process. | | |
| LEGISLATION | Environmental Protection Act (1993) State Waste Strategy 2015-2020 Local Government Act (1999) | | |
| CONSEQUENCE (if service not provided) | Service is essential as WTS cannot run without the cartage and disposal of the various streams of waste. The only alternative would be for Council to purchase specialist equipment and cart itself. | | |

Item PRSC2 - Attachment 1 - Service Summary Sheets -Waste Transfer Station

| | | | |
|--|---|---------------------|---------------------|
| SERVICE SECTION | Waste Transfer Station | | |
| SERVICE AREA | Green_Landfill | | |
| SERVICE AREA FTE's | 0.00 | | |
| BUDGET | Description | 2014-2015 | 2015-2016 |
| | Statutory Charges | \$ - | \$ - |
| | User Charges | \$ - | \$ - |
| | Operating Grants and Subsidies | \$ - | \$ - |
| | Internal Income | \$ - | \$ - |
| | Other Revenue | \$ - | \$ - |
| | Wages & Salaries | \$ - | \$ - |
| | Contractual Services | \$ 98,900.00 | \$ 94,400.00 |
| | Materials | \$ - | \$ - |
| | Depreciation | \$ - | \$ - |
| | Other Expenses | \$ - | \$ - |
| | Internal Expenses | \$ - | \$ - |
| | Total Budget | \$ 98,900.00 | \$ 94,400.00 |
| SERVICE METHOD | Provided by external contractor | | |
| STRATEGIC LINKAGES | 1.4 To deliver suitably integrated infrastructure that maximise economic efficiencies and opportunities for the community 2.3 To reduce resource consumption and minimise waste generation 4.5 To apply business and resource management that enables excellent service delivery and financial sustainability 4.6 To provide our customers with excellent service that meets their needs | | |
| POLICIES, PLANS & STRATEGIES | Sustainable Futures 2020 | | |
| ASSETS SERVICED | Services the Waste Transfer Station but does not provide a upgrade of the service more an operational function of the Waste Transfer Station. | | |
| DESCRIPTION OF SERVICE | This is the cost associated with landfill for any green waste that can be recycled. | | |
| SERVICE STANDARDS | That a cost effective disposal path is available when required Compliance with EPA Licence | | |
| SERVICE OUTCOME | All waste can be disposed of to landfill from the Waste Transfer Stations operations. | | |
| PERFORMANCE INDICATORS | Treated Green waste is managed in accordance with EPA guidelines and as much green waste is diverted as possible. | | |
| CUSTOMER EXPECTATIONS / ENQUIRIES | As long as service is available there is probably no other expectation other than a safe a clean place to undertake this process. | | |
| LEGISLATION | Environmental Protection Act (1993) State Waste Strategy 2015-2020 Local Government Act (1999) | | |
| CONSEQUENCE (if service not provided) | Service is essential as WTS cannot run without the cartage and disposal of the various streams of waste. The only alternative would be for Council to purchase specialist equipment and cart itself. The only other alternative would see more disposal to landfill. | | |

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|--|---|----------------------|----------------------|
| SERVICE SECTION | Waste Transfer Station | | |
| SERVICE AREA | Voucher_Landfill | | |
| SERVICE AREA FTE's | 0.00 | | |
| BUDGET | Description | 2014-2015 | 2015-2016 |
| | Statutory Charges | \$ - | \$ - |
| | User Charges | \$ - | \$ - |
| | Operating Grants and Subsidies | \$ - | \$ - |
| | Internal Income | \$ - | \$ - |
| | Other Revenue | \$ - | \$ - |
| | Wages & Salaries | \$ - | \$ - |
| | Contractual Services | \$ 124,200.00 | \$ 113,100.00 |
| | Materials | \$ - | \$ - |
| | Depreciation | \$ - | \$ - |
| | Other Expenses | \$ - | \$ - |
| | Internal Expenses | \$ - | \$ - |
| | Total Budget | \$ 124,200.00 | \$ 113,100.00 |
| SERVICE METHOD | Provided by external contractor | | |
| STRATEGIC LINKAGES | 1.4 To deliver suitably integrated infrastructure that maximise economic efficiencies and opportunities for the community 2.3 To reduce resource consumption and minimise waste generation 4.5 To apply business and resource management that enables excellent service delivery and financial sustainability 4.6 To provide our customers with excellent service that meets their needs | | |
| POLICIES, PLANS & STRATEGIES | Sustainable Futures 2020 | | |
| ASSETS SERVICED | Services the Waste Transfer Station but does not provide a upgrade of the service more an operational function of the Waste Transfer Station. | | |
| DESCRIPTION OF SERVICE | This is the cost associated with landfill for any waste that is dumped as a result of a Council subsidised voucher. | | |
| SERVICE STANDARDS | That a cost effective disposal path is available when required | | |
| | Number of vouchers presented to WTS by public | | |
| SERVICE OUTCOME | All general waste can be disposed of to landfill from the Waste Transfer | | |
| PERFORMANCE INDICATORS | Landfill site is managed in accordance with EPA guidelines and as much waste is diverted as possible. | | |
| CUSTOMER EXPECTATIONS / ENQUIRIES | As long as service is available there is probably no other expectation other than the voucher system is available. | | |
| LEGISLATION | Environmental Protection Act (1993) State Waste Strategy 2015-2020 Local Government Act (1999) | | |
| CONSEQUENCE (if service not provided) | Service is essential as WTS cannot run without the cartage and disposal of the various streams of waste and if the voucher system was withdrawn it is likely that increased levels of illegal dumping would occur. | | |

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| Waste Transfer Station | | | |
| Summary Operational Service Levels | | | |
| | | | |
| SERVICE SECTION | | Waste Transfer Station | |
| SERVICE AREA | | General Cartage | |
| SERVICE AREA FTE's | | 0.00 | |
| BUDGET | | Description | 2014-2015 |
| | | | 2015-2016 |
| | | Statutory Charges | \$ - \$ - |
| | | User Charges | \$ - \$ - |
| | | Operating Grants and Subsidies | \$ - \$ - |
| | | Internal Income | \$ - \$ - |
| | | Other Revenue | \$ - \$ - |
| | | Wages & Salaries | \$ - \$ - |
| | | Contractual Services | \$ 110,200.00 \$ 118,100.00 |
| | | Materials | \$ - \$ - |
| | | Depreciation | \$ - \$ - |
| | | Other Expenses | \$ - \$ - |
| | | Internal Expenses | \$ - \$ - |
| | | Total Budget | \$ 110,200.00 \$ 118,100.00 |
| SERVICE METHOD | | Provided by external contractor | |
| STRATEGIC LINKAGES | | 1.2 To enhance and create quality urban areas with high amenity and integrated infrastructure 1.4 To deliver suitably integrated infrastructure that maximise economic efficiencies and opportunities for the community 2.3 To reduce resource consumption and minimise waste generation 4.3 To deliver sustainable, creative and innovative solutions that enable excellent operations and service delivery 4.5 To apply business and resource management that enables excellent service delivery and financial sustainability 4.6 To provide our customers with excellent service that meets their needs | |
| POLICIES, PLANS & STRATEGIES | | Sustainable Futures 2020 | |
| ASSETS SERVICED | | This is a function of the Waste Transfer Station operations and is essential but it does not provide a direct benefit to the community | |
| DESCRIPTION OF SERVICE | | This is the waste cartage service for the Waste Transfer Systems operational budget. | |
| SERVICE STANDARDS | | A sufficient supply of empty bins are available at any time and that they are changed over by the contractor when and as required in a timely manner to suit the Waste Transfer Stations operations EPA Licence compliance | |
| SERVICE OUTCOME | | Accessible bins for the uses of the Waste Transfer Station to deposit rubbish in what is considered a clean and safe site. | |
| PERFORMANCE INDICATORS | | Cost of cartage per tonne Tonnes carted per week | |
| CUSTOMER EXPECTATIONS / ENQUIRIES | | As long as service is available there is probably no other expectation other than a safe a clean place to undertake this process. | |
| LEGISLATION | | Environmental Protection Act (1993) State Waste Strategy 2015-2020 Local Government Act (1999) | |
| CONSEQUENCE (if service not provided) | | This is an essential part of the Waste Transfer Station operations and needs to be undertaken by contractor or Council . | |

| | | | |
|--|---|---------------------|---------------------|
| SERVICE SECTION | Waste Transfer Station | | |
| SERVICE AREA | Green Cartage | | |
| SERVICE AREA FTE's | 0.00 | | |
| BUDGET | Description | 2014-2015 | 2015-2016 |
| | Statutory Charges | \$ - | \$ - |
| | User Charges | \$ - | \$ - |
| | Operating Grants and Subsidies | \$ - | \$ - |
| | Internal Income | \$ - | \$ - |
| | Other Revenue | \$ - | \$ - |
| | Wages & Salaries | \$ - | \$ - |
| | Contractual Services | \$ 78,700.00 | \$ 84,800.00 |
| | Materials | \$ - | \$ - |
| | Depreciation | \$ - | \$ - |
| | Other Expenses | \$ - | \$ - |
| | Internal Expenses | \$ - | \$ - |
| | Total Budget | \$ 78,700.00 | \$ 84,800.00 |
| SERVICE METHOD | Provided by external contractor | | |
| STRATEGIC LINKAGES | 1.2 To enhance and create quality urban areas with high amenity and integrated infrastructure 1.4 To deliver suitably integrated infrastructure that maximise economic efficiencies and opportunities for the community 2.3 To reduce resource consumption and minimise waste generation 4.3 To deliver sustainable, creative and innovative solutions that enable excellent operations and service delivery 4.5 To apply business and resource management that enables excellent service delivery and financial sustainability 4.6 To provide our customers with excellent service that meets their needs | | |
| POLICIES, PLANS & STRATEGIES | Sustainable Futures 2020 | | |
| ASSETS SERVICED | Services the Waste Transfer Station but does not provide a upgrade of the service more an operational function of the Waste Transfer Station. | | |
| DESCRIPTION OF SERVICE | This is the green waste cartage service associated with green waste from the Waste Transfer Systems operational budget. | | |
| SERVICE STANDARDS | A sufficient supply of empty bins are available at any time and that they are changed over by the contractor when and as required in a timely manner to suit the Waste Transfer Stations operations. EPA Licence compliance | | |
| SERVICE OUTCOME | Accessible bins for the uses of the Waste Transfer Station to deposit rubbish in what is considered a clean and safe site. | | |
| PERFORMANCE INDICATORS | Cost of cartage per tonne The response times to requests for change of bins Cartage per annum of green waste to landfill | | |
| CUSTOMER EXPECTATIONS / ENQUIRIES | Operational matter no expectation of the community | | |
| LEGISLATION | Environmental Protection Act (1993) State Waste Strategy 2015-2020 Local Government Act (1999) | | |
| CONSEQUENCE (if service not provided) | This is an essential part of the Waste Transfer Station operations and needs to be undertaken by contractor or Council . | | |

| | | | |
|--|---|---------------------|---------------------|
| SERVICE SECTION | Cartage | | |
| SERVICE AREA | Voucher_Cartage | | |
| SERVICE AREA FTE's | 0.00 | | |
| BUDGET | Description | 2014-2015 | 2015-2016 |
| | Statutory Charges | \$ - | \$ - |
| | User Charges | \$ - | \$ - |
| | Operating Grants and Subsidies | \$ - | \$ - |
| | Internal Income | \$ - | \$ - |
| | Other Revenue | \$ - | \$ - |
| | Wages & Salaries | \$ - | \$ - |
| | Contractual Services | \$ 33,800.00 | \$ 35,800.00 |
| | Materials | \$ - | \$ - |
| | Depreciation | \$ - | \$ - |
| | Other Expenses | \$ - | \$ - |
| | Internal Expenses | \$ - | \$ - |
| | Total Budget | \$ 33,800.00 | \$ 35,800.00 |
| SERVICE METHOD | Provided by external contractor | | |
| STRATEGIC LINKAGES | 1.2 To enhance and create quality urban areas with high amenity and integrated infrastructure 1.4 To deliver suitably integrated infrastructure that maximise economic efficiencies and opportunities for the community 2.3 To reduce resource consumption and minimise waste generation 4.3 To deliver sustainable, creative and innovative solutions that enable excellent operations and service delivery 4.5 To apply business and resource management that enables excellent service delivery and financial sustainability 4.6 To provide our customers with excellent service that meets their needs | | |
| POLICIES, PLANS & STRATEGIES | Sustainable Futures 2020 | | |
| ASSETS SERVICED | Services the Waste Transfer Station but does not provide a upgrade of the service more an operational function of the Waste Transfer Station. | | |
| DESCRIPTION OF SERVICE | This is a breakdown of the general cartage service but quantifies what the voucher system cost the Waste Transfer Systems operational budget. | | |
| SERVICE STANDARDS | A sufficient supply of empty bins are available at any time and that they are changed over by the contractor when and as required in a timely manner to suit the Waste Transfer Stations operations. | | |
| SERVICE OUTCOME | Accessible bins for the uses of the Waste Transfer Station to deposit rubbish in what is considered a clean and safe site. | | |
| PERFORMANCE INDICATORS | Cost of cartage per tonne The number of bins carted per annum | | |
| CUSTOMER EXPECTATIONS / ENQUIRIES | This is an operational matter and is not relevant to customer | | |
| LEGISLATION | Environmental Protection Act (1993) State Waste Strategy 2015-2020 Local Government Act (1999) | | |
| CONSEQUENCE (if service not provided) | This is an essential part of the Waste Transfer Station operations and failure to offer voucher will result in higher customer dissatisfaction and possibly more dumped rubbish. | | |

| | | | |
|--|--|----------------------|----------------------|
| Waste Transfer Station | | | |
| Summary Operational Service Levels | | | |
| | | | |
| SERVICE SECTION | Waste Transfer Station | | |
| SERVICE AREA | General Recycling | | |
| SERVICE AREA FTE's | 0.00 | | |
| BUDGET | Description | 2014-2015 | 2015-2016 |
| | Statutory Charges | \$ - | \$ - |
| | User Charges | \$ - | \$ - |
| | Operating Grants and Subsidies | \$ - | \$ - |
| | Internal Income | \$ - | \$ - |
| | Other Revenue | -\$ 127,000.00 | -\$ 72,100.00 |
| | Wages & Salaries | \$ - | \$ - |
| | Contractual Services | \$ 48,000.00 | \$ 48,900.00 |
| | Materials | \$ - | \$ - |
| | Depreciation | \$ - | \$ - |
| | Other Expenses | \$ - | \$ - |
| | Internal Expenses | \$ - | \$ - |
| | Total Budget | -\$ 79,000.00 | -\$ 23,200.00 |
| SERVICE METHOD | Product separated onsite by recycled through various external agencies | | |
| STRATEGIC LINKAGES | 1.2 To enhance and create quality urban areas with high amenity and integrated infrastructure 1.4 To deliver suitably integrated infrastructure that maximise economic efficiencies and opportunities for the community 2.5 To have a sustainable and resilient built environments that contribute to 4.3 To deliver sustainable, creative and innovative solutions that enable excellent operations and service delivery 4.5 To apply business and resource management that enables excellent service delivery and financial sustainability 4.6 To provide our customers with excellent service that meets their needs | | |
| POLICIES, PLANS & STRATEGIES | Sustainable Futures 2020 | | |
| ASSETS SERVICED | No assets are serviced by this service but the service provides an important community service reducing landfill consumption. | | |
| DESCRIPTION OF SERVICE | The ability of the waste Transfer Station to receive product from the community which can be separated to enable recycling and reuse thereby discouraging further landfill. | | |
| SERVICE STANDARDS | A waste Transfer Station that accepts all types of waste and maximise opportunities for recycling. | | |
| SERVICE OUTCOME | A community that reduces its environmental footprint through recycling and reduces the volume to landfill thereby reducing overall costs of waste disposal while providing a sustainable future for our planet. | | |
| PERFORMANCE INDICATORS | Tonnage of waste diverted from landfill at the Waste Transfer Station Number of customers using the Waste Transfer Station for the purposes of recycling. | | |
| CUSTOMER EXPECTATIONS / ENQUIRIES | There is a clear expectation within the community that the City of Salisbury will provide recycling facilities for its community which includes the three bin system and other services such as hard waste collection were up to 96% is recycled. | | |
| LEGISLATION | Environmental Protection Act (1993) State Waste Strategy 2015-2020 Local Government Act (1999) | | |
| CONSEQUENCE (if service not provided) | If Council chose not to recycle then it would not only be negligent in its duty to the environment and the objectives of Sustainable Futures but would also be hit with an additional disposal cost of \$110/ tonne. | | |

| | | | |
|--|--|---------------------|---------------------|
| SERVICE SECTION | Waste Transfer Station | | |
| SERVICE AREA | E-Waste_Recycling | | |
| SERVICE AREA FTE's | 0.00 | | |
| BUDGET | Description | 2014-2015 | 2015-2016 |
| | Statutory Charges | \$ - | \$ - |
| | User Charges | \$ - | \$ - |
| | Operating Grants and Subsidies | \$ - | \$ - |
| | Internal Income | \$ - | \$ - |
| | Other Revenue | \$ - | \$ - |
| | Wages & Salaries | \$ - | \$ - |
| | Contractual Services | \$ 12,000.00 | \$ 68,500.00 |
| | Materials | \$ - | \$ - |
| | Depreciation | \$ - | \$ - |
| | Other Expenses | \$ - | \$ - |
| | Internal Expenses | \$ - | \$ - |
| | Total Budget | \$ 12,000.00 | \$ 68,500.00 |
| SERVICE METHOD | Sorted and stored at Waste Transfer Station but processed by external provider | | |
| STRATEGIC LINKAGES | 1.2 To enhance and create quality urban areas with high amenity and integrated infrastructure 1.4 To deliver suitably integrated infrastructure that maximise economic efficiencies and opportunities for the community 2.5 To have a sustainable and resilient built environments that contribute to 4.3 To deliver sustainable, creative and innovative solutions that enable excellent operations and service delivery 4.5 To apply business and resource management that enables excellent service delivery and financial sustainability 4.6 To provide our customers with excellent service that meets their needs | | |
| POLICIES, PLANS & STRATEGIES | Sustainable Futures 2020 | | |
| ASSETS SERVICED | This service does not serve an asset but is more a community service to encourage recycling and a reduction in landfill. | | |
| DESCRIPTION OF SERVICE | Free disposal of E waste for residents either via its hard waste collection or disposal at the Waste Transfer Station. | | |
| SERVICE STANDARDS | An available disposal path is easily available and accessible at no cost to residents for E waste. | | |
| SERVICE OUTCOME | A reduction in bulky landfill products and a recycling of a number of metals and plastic away from landfill. | | |
| PERFORMANCE INDICATORS | Number of TV and other products diverted from landfill Number of illegally dump electronic products picked up | | |
| CUSTOMER EXPECTATIONS / ENQUIRIES | Customer have an expectation that they can dump electronic waste free of charge and the significant disposal of redundant technology in recent times has lead to the Federal Governments response. | | |
| LEGISLATION | Environmental Protection Act (1993) Local Government Act (1999) National Waste Policy 2009 State Waste Strategy 2015-2020 | | |
| CONSEQUENCE (if service not provided) | The current service is supported by the Federal Governments National Waste Policy and these cost are minor. If Council was to discontinue the service it is likely to lead to increased illegal dumping of TV etc on the street. | | |

| | |
|------------------------|---|
| ITEM | PRSC3 |
| | PROGRAM REVIEW SUB COMMITTEE |
| DATE | 08 February 2016 |
| HEADING | Program Review Brief - Public and Environmental Health Services |
| AUTHOR | John Darzanos, Manager Environmental Health & Safety, City Development |
| CITY PLAN LINKS | <p>4.3 To deliver sustainable, creative and innovative solutions that enable excellent operations and service delivery</p> <p>4.4 To ensure informed and transparent decision-making that is accountable and legally compliant</p> <p>4.6 To provide our customers with excellent service that meets their needs</p> |
| SUMMARY | <p>This report and supporting documentation provides details of the current operations of Public and Environmental Health Services and a proposed Project Brief to undertake the review of the team under the Program Review framework. Endorsement of the project brief is sought to commence the recruitment of the external consultancy and progress the review.</p> |

RECOMMENDATION

1. Information be received.
2. The Public and Environmental Health Services Program Review Project Brief and Background Paper as set out in Attachment 1 and 2 to this report be endorsed, and reported to the February meeting of the Program Review Sub-Committee for approval.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Public and Environmental Health Program Review Brief
2. PEHS Executive Background paper

1. BACKGROUND

- 1.1 The review of Public and Environmental Health Services will consider the current delivery of services by the Public and Environmental Health Services Division (PEHS), to ensure that this service aligns with the organisation's strategic directions to achieve sound outcomes and is delivered against the key objectives of Council's legislated requirements.
- 1.2 Refer the attached Program Review Brief and Background Paper for consideration.

2. CONSULTATION / COMMUNICATION**2.1 Internal****2.1.1 Public and Environmental Health Services Team****3. REPORT**

3.1 The high level objectives of this review are to assess the current delivery of PEHS against other comparable service providers, undertake a gap analysis of the capacity and capability of the PEHS team; and identification of an appropriate service level structure and delivery model.

3.2 The required deliverables from the review are to ensure services align with strategic direction and include:

3.2.1 Review current service provision including current status, resource levels and service delivery

3.2.2 Identification of service gaps and options for resourcing those gaps. This includes an assessment of whether Council is meeting its statutory obligations in relation to the level and scope of services provided.

3.2.3 Identification of current services or functions that should be discontinued or transferred to other service providers, including other Divisions of the organisation.

3.2.4 Identification of services being delivered by other Divisions of the organisation that may more appropriately and effectively be delivered by the PEHS Team.

3.2.5 Benchmarking against comparable service providers

3.2.6 Identification of continuous improvement opportunities for service delivery in relation to

- Systems & processes
- Structure & resources
- Capabilities, skills & knowledge
- KPI's / Measurement

3.2.7 Assess current service delivery model against alternate models to determine potential changes to service delivery.

3.2.8 Analyse proposed directions of division against Council's Key Directions to identify potential areas of change;

3.3 Staff within PEHS have been briefed on the review, and will continue to be updated throughout the process . The proposed approach will include engaging all team members across various elements of the review, to enable the opportunity for their contributions to be incorporated into to the review.

4. CONCLUSION / PROPOSAL

4.1 The review of Public and Environmental Health Services is part of the overall Program Review initiative currently being delivered across Council to deliver efficient and effective services.

- 4.2 This program review will be primarily conducted by an external consultant who will provide independent expert advice on service levels, delivery methods and demands on the services into the future.
- 4.3 The deliverables of this review will provide a report assessing current Council service delivery benchmarking other comparable service providers, gap analysis of the capacity and capability of the PEHS team and their services; identification of an appropriate service level structure and delivery model options. The outcome will include recommendations to progress the provision of efficient and effective public and environmental health services that meet community demands, expectations and legislative requirements.

CO-ORDINATION

| | | |
|----------|----------|-----------------|
| Officer: | GMCID | Executive Group |
| Date: | 25.01.16 | 02/02/2016 |

| | |
|------------------------|--|
| Name: | Program Review – Public and Environmental Health Services |
| Number: | |
| Review Sponsor: | General Manager City Development |
| Review Leader: | Manager Environmental Health and Safety |

1. Scope:

The review will consider the current scope and delivery of services by the Public and Environmental Health Services Division (PEHS), to ensure that this service aligns with the organisations strategic directions to achieve sound outcomes and is delivered against the key objectives of Councils legislated requirements.

The review will assess the current scope and delivery of services that aim to protect and promote a high standard of public and environmental health within the City of Salisbury, for the benefit of the community and environment, culminating in recommendations to progress to the provision of efficient and effective public and environmental health services that meet community demands, expectations and legislative requirements.

Key components of the review will be:

- Strategic relevance of the service
- Customer and community expectations/need/use
- Compliance with legislated requirements under the relevant legislation administered by PEHS, having regard to both non-discretionary (statutory) and discretionary services
- Efficiency and effectiveness of the delivery of services
- Alternative service provision options
- KPI / monitoring / measurement of performance

Throughout the review, the division will continue to meet our ongoing work requirements within existing resources. Any recommendations arising from the review must incorporate a change management methodology to ensure that the implementation of recommendations is adequately planned and resourced and are accepted by stakeholders.

2. Objectives

The high level objectives of this review are to assess the current scope and delivery of PEH services against other comparable service providers, undertake a gap analysis of the capacity and capability of the PEHS team and identify an appropriate service level structure and delivery model.

Program Deliverables:

Required deliverables to ensure services align with strategic direction:

- Review current service provision including current status, scope, resource levels and service delivery
- Identification of service gaps and options for resourcing those gaps. This includes an assessment of whether Council is meeting its statutory obligations in relation to the level and scope of services provided.
- Identification of current services and functions that should be discontinued or transferred to other services providers including other Divisions of the organisation.
- Identification of services and functions being delivered by other Divisions of the organisation that may be more adequately and effectively delivered by the PEHS team.
- Benchmarking against comparable service providers
- Identification of continuous improvement opportunities for service delivery in relation to
 - Systems & processes
 - Structure & resources
 - Capabilities, skills & knowledge
 - KPI's / Measurement

- Assess current service delivery model against alternate models to determine potential changes to service delivery.
- Analyse proposed directions of the Division against Council's Key Directions to identify potential areas of change;

Project Management Deliverables:

Stage1: Undertake Program Review – Measure the current state

- Review of the current service delivery of PEHS
- Benchmark against comparable service providers
- Mapping of the current services and current service providers / systems / processes / resources
- Assessment of utilisation of current systems and resources
- Interdependencies of other functions / Divisions

Resourcing: Consultant (4 weeks)
 Manager Environmental Health and Safety
 PEHS Team
Stakeholders: Other Council's EH Teams
 SA Health
 LGA

Timing: March – April 2016

Stage 2: Analysis / Consultation / Future State / Options Study

- Assess the strategic relevance of the service
- Analysis of risk vs process
- Gap analysis
- Alternative models of delivery
- Opportunity for enhanced delivery of services

Resourcing: Consultant (4 weeks)
 Manager Environmental Health and Safety

Timing: April – May 2016

Stage 3: Report: Recommended Actions / Implementation Plan

- Alternatives
- Enhancements
- Implementation Plan for program review outcomes
- KPI's moving forward
- Measurement/monitor benefits realisation

Resourcing: Consultant (4 weeks)
 Manager Environmental Health and Safety

Timing: May – June 2016

3. Governance

| | |
|-------------------------------|--|
| Sponsor: | General Manager City Development |
| Leader: | Manager Environmental Health and Safety |
| Team: | James Story, Senior Environmental Health Officer Jess Superina, HR Advisor, Business Excellence |
| Assurance: | Reporting via Executive Group/PRSC to Council |
| Specialist Assistance: | |

4. Approach

Define – develop understanding and agreement with Executive Group/PRSC regarding the scope and objectives of the review, the approach and commitment. Define program plan, change management assessment and communications plan, and refine resource and timeline indications.

Data Collation – Assessment of the current state comprising a review of current service delivery of PEHS function; relevant process analysis and benchmarking; feedback opportunities through customer survey and consultation, and consideration of current strategic alignment and delivery effectiveness.

Analyse - Critically analyse the future requirements including trends and directions in public and environmental health, strategic alignment, clarification and agreement on customer expectations and alternative service delivery models. This phase will assess viable options for future services and service delivery, and identifying a preferred option(s) with a high level approach to delivery of the model. The completion of this phase provides a decision point for recommendation of a preferred option which if approved will form the basis of the implementation and change management phase.

Implement - Develop a roadmap implementation and finalise the future design, delivery models and transition plans for implementation. Risk assess, finalise and deliver the improvements, then establish assessment of value realised.

InterdependenciesEngagement of a Consultant:

PEHS will seek competitive quotations from three providers, in line with procurement thresholds. The Professional Services Agreement will be distributed with the Request for Proposal, to expedite contract agreement on award.

The identified companies have been selected for their known expertise with Local Government and in particular the regulatory environment, including that of Public and Environmental Health.

A Selective Request for Proposal market approach will be undertaken to a minimum of three consultants deemed to be highly skilled in work of this nature. A formal acquisition plan will be developed to guide the evaluation methodology and selection process.

Evaluation will be undertaken by a team of 4 – comprising the:

- Project Sponsor – GMCD - Terry Sutcliffe;
- Manager Environmental Health and Safety – John Darzanos;
- Senior EHO – James Story
- HR Advisor - Jess Superina

Evaluation criteria (detail will be identified within the Acquisition Plan):

- Corporate capability
- Proposed Methodology including benchmarking
- Demonstrated knowledge and expertise
- Resources / subject matter personnel

Deliverables / value proposed
Price assessment (hours / personnel offered)

Referee checks will be undertaken to confirm elements of expertise and experience prior to selection of the successful Consultant.

Evaluation decision will recommend the company demonstrating the best capability and synergy to deliver the program review, and address elements as identified, as a minimum. Final assessment will assess the personnel identified to undertake the review and the overall value for money in the pricing structure.

The Tender Recommendation will progress to GMCD for endorsement and contract award.

5. Communications

A Communications Plan is being developed.

6. Resources:

Budget: \$30,000 (GST exclusive) – based on 120-150 hours, across an 12 week timeline

Total CoS hours:

To be determined upon Consultant quotation. Anticipated that the majority of hours will be afforded by the Manager Environmental Health and Safety to make available the required information. In addition, support staff will assist where documentation isn't publicly available.

Assumptions:

Manager Environmental Health and Safety will undertake the lead for day to day project management and liaison with the Consultant.

It is expected the consultant will spend the majority of hours within the Council offices, for ease in accessing resources and personnel.

7. Program & Milestones (Dates for Key Events/Outputs)

- Approval of Program Review Brief by Executive – including external consultant approach – January 2016
- Approval of Program Review Brief by Council – February 2016
- Market approach for Consultant – Feb - March 2016
- Commencement of Program Review - March 2016

Proposed stage deliverables:

- Stage 1: March – April 2016
- Stage 2: April - May 2016
- Stage 3: May – June 2016

8. Constraints and Risks

- Internal resource availability
 - PEHS team of six (including the Manager) at James Street. Staffing available to support the program review will be affected as 1 officer has resigned as of the 19th January, a second is on Maternity leave as of the 1st April.

- Due to the nature of ongoing work and reduction in staff numbers there will be some time pressures which may impact on the ability to deliver work as expeditiously as may be requested. Every endeavour will be made to assist as and when required.
- Staff availability to undertake workshops / surveys
- Availability of data from within existing reporting and data base systems.
- Availability of contemporary practice standards and measurement benchmarking.
- Consultant availability and capability.

9. Background

Refer Draft Public and Environmental Health Services – Program Review Background Paper (attached)

Program Review Brief Sign-Off

This document must be signed off by the Program Review Sub Committee and lodged in Dataworks.



PROGRAM REVIEW

PUBLIC AND ENVIRONMENTAL HEALTH

BACKGROUND PAPER

January 2016

Contents

| | |
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| Corporate Context | 3 |
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| Public and Environmental Health Services Operating Budget..... | 5 |
| Public and Environmental Health Services | 6 |

Corporate Context

The Public and Environmental Health Services Division of the City of Salisbury is a team of professionally qualified Environmental Health Officers, which are dedicated to ensuring that public health is maintained in the Salisbury community. The team is responsible for the administration of public health legislation and monitoring of a number of key environmental issues in the community to ensure the community health and well-being is being maintained and enhanced.

The Public and Environmental Health Services Division fits within a National and State Government framework that all play a significant and important part in the delivering public and environmental health services to our community, and is critical in supporting the organisation to achieve its City Plan deliverables as identified in the Councils City Plan – *Sustainable Futures*.

Specifically, PEHS in the main, deliver on *Key Direction 3, The Living City*, and *Key Direction 4, Achieving Excellence* and its objectives:

Key Direction 3, The Living City

- 3.1 To have a community that embraces healthy and active lifestyles
- 3.3 To have a city where a quality of life is achievable

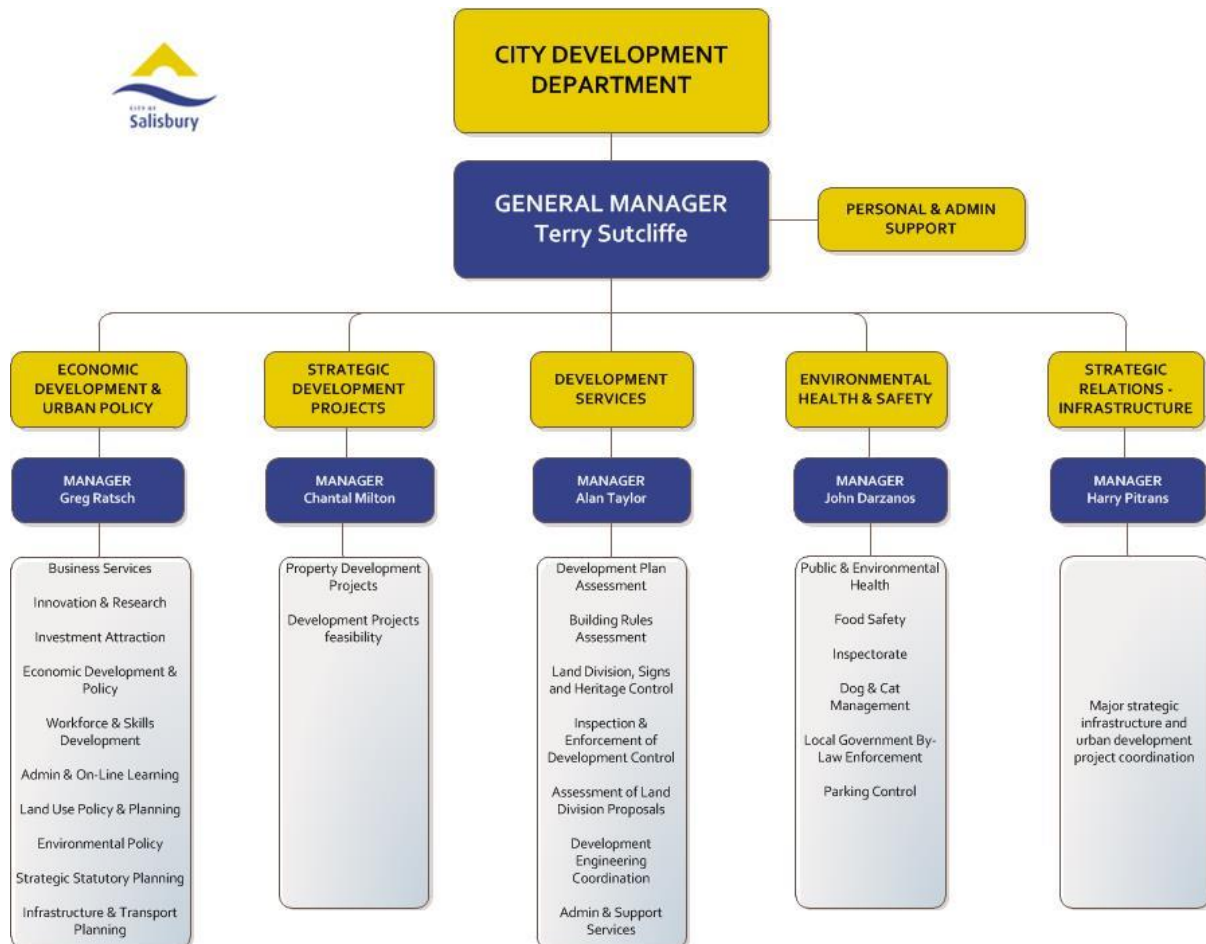
Key Direction 4, Achieving Excellence

- 4.1 To have a workforce that is planned, dynamic and skilled that enables the organisation to achieve excellence
- 4.3 To deliver sustainable, creative and innovative solutions that enable excellent operations and service delivery
- 4.4 To ensure informed and transparent decision-making that is accountable and legally compliant
- 4.5 To apply business and resource management that enables excellent service delivery and financial sustainability
- 4.6 To provide our customers with excellent service that meets their needs

The service delivery requirements have been informed from community and organisational needs and expectations, and legislative requirement. This paper provides information on the current structure and operations of the PEHS Division, to deliver on the City Plan objectives.

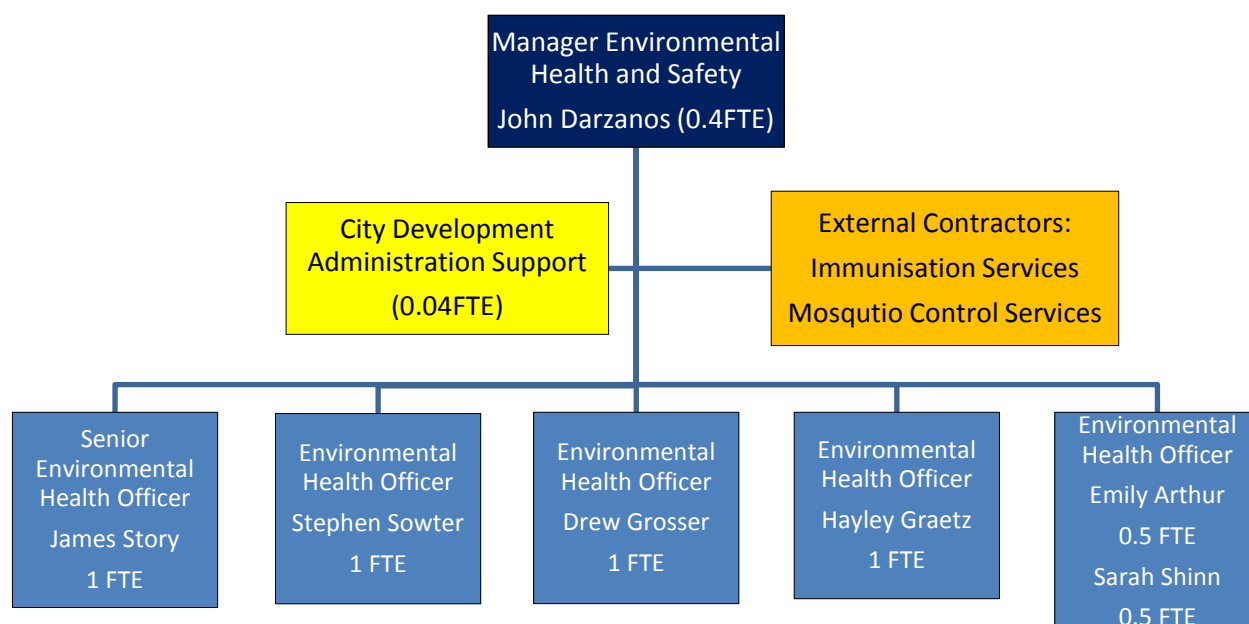
Structure & Resources

PEHS is within the Environmental Health and Safety Division, within the City Development Department, as represented in the following Departmental Structure:



The Division consists of six personnel including the Manager, with administrative support provided through the departmental administrative team (reporting via the Development Services Division), and two key services provided by contractors under a tender arrangement, namely Immunisation and Mosquito Control services.

The structure is represented in the following chart:



Public and Environmental Health Services Operating Budget

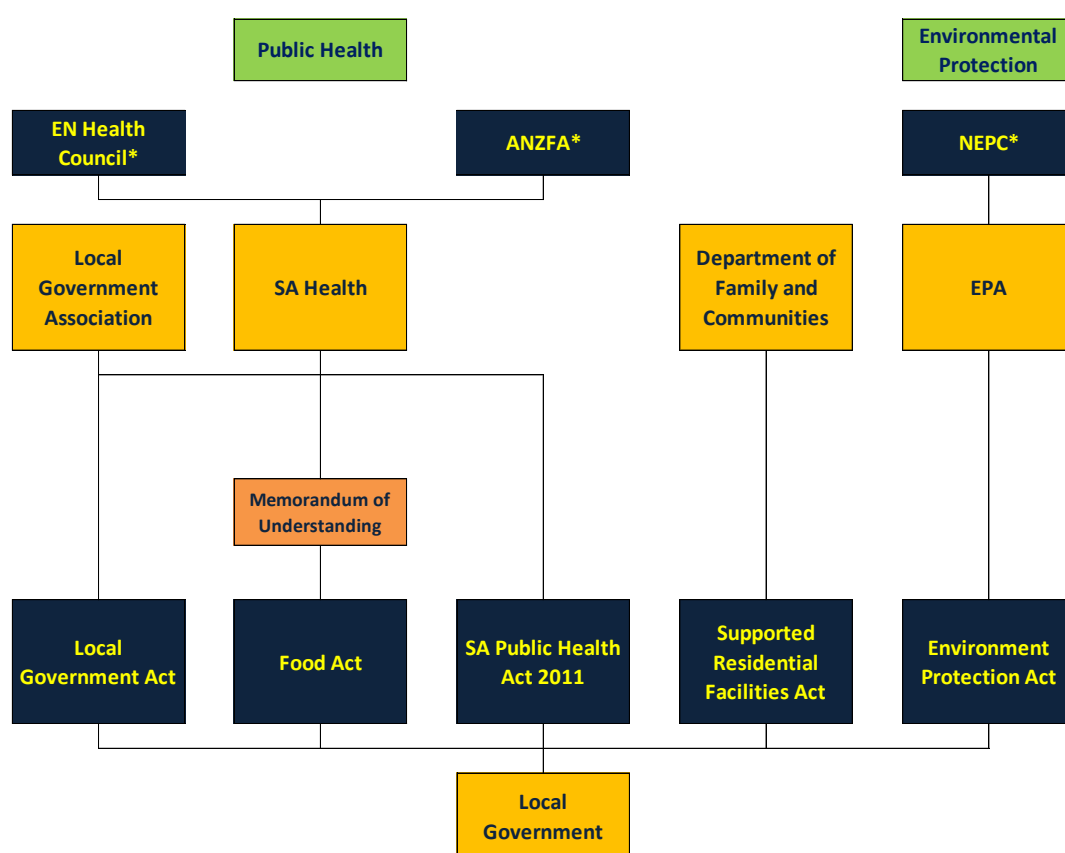
| | 2015/16 Estimated | 2014/15 - Estimated | 2014/15 - Actual |
|----------------------------------|----------------------|------------------------|---------------------|
| Budget Area | Income | Income | Income |
| 440 - Health Act Administration | (\$69,500) | (\$73,100) | (\$91,292) |
| • Food Premises Inspection Fees | • \$41000 | • \$40000 | • \$49817 |
| • Food Safety Auditing Fees | • \$15000 | • \$20000 | • 17406 |
| • Health Fines & Costs | • \$5000 | • \$5000 | • \$4905 |
| 441 – Immunisation | (\$63,700) | (\$62,400) | (\$57,886) |
| • Hepatitis B Program | • \$58000 | • \$50000 | • \$44000 |
| • ACIR Reimbursement | • \$5700 | • 12400 | • \$13783 |
| 442 - External Services – Health | (\$16,800) | (\$20,000) | (\$22,866) |
| • Roxby Downs | | | |
| | (\$150,000) | (\$155,500) | (\$172,044) |
| Budget Area | Expenditure | Expenditure | Expenditure |
| 440 - Health Act Administration | \$583,400 | \$594,786 | \$579,231 |
| • Wages and Salaries | • \$529000 | • \$534300 | • \$506275 |
| • Materials | • \$4650 | • \$4800 | • \$4230 |
| • Other Expenses | • \$8550 | • \$8850 | • \$12289 |
| • Internal Expenses | • \$6000 | • \$38000 | • \$29175 |
| • Mosquito Control | • \$29700 | • \$27300 | • \$27120 |
| 441 - Immunisation | \$139,700 | \$152,700 | \$148,990 |
| 442 - External Services - Health | \$15,550 | \$15,440 | \$15,269 |
| | \$738,650 | \$762,926 | \$743,491 |
| | | | |
| Nett | \$588,650 | \$607,426 | \$571,446 |

Public and Environmental Health Services

The Public and Environmental Health Services Division of the City of Salisbury is responsible for the administration of public health legislation and monitoring of key issues in the community to ensure the community health and well-being is being maintained and enhanced.

Additional strategic objectives that address other key changes within the Public and Environmental Health Division are detailed within the PEHS Business plan.

The PEHS Division fits within a National and State Government framework that all play a significant and important part in the delivering public and environmental health services to our community. The framework is represented in the following diagram:



*EnHealth - the enHealth Council provides national leadership on environmental health issues, responsible for the implementation of the National Environmental Health Strategy

*ANZFA - Australian and New Zealand Food Authority (ANZFA) is a bi-national Government agency. Their main responsibility is to develop and administer the Australia New Zealand Food Standards Code (the Code).

*NEPC - National Environment Protection Council, is a statutory body under the NEPC Acts of the Commonwealth, the states and the territories and primary function is to make National Environment Protection Measures (NEPMs)

The PEHS Mission is “to protect and promote a high standard of public and environmental health within the City of Salisbury.” The Mission is achieved by:

- Ensuring that food offered for sale is safe and suitable for human consumption and is sold, stored, manufactured and prepared in a hygienic manner from hygienic premises.
- Minimising the impact of vectors of disease and public health pests.
- Minimising the impact of infectious and notifiable diseases, through food poisoning investigations
- Minimising and reducing the impact of vaccine preventable diseases by the provision of immunisation programs.
- Ensuring the residents of Salisbury have access to safe and healthy accommodation so as to maintain their optimum level of physical, mental and social wellbeing.
- Implementing measures to protect the environment from pollution and hazardous substances, and to minimise their effects and impacts on the environment and the community
- Implementing measures to protect the health of the Salisbury community and the environment by minimising the adverse effects of insanitary conditions and preventing their recurrence, and addressing concerns such as squalor and hoarding and the health impacts from clandestine drug laboratories.
- Providing a range of resources (material and human) through which people can make informed health decisions and promote health through information and education
- Continually striving to progress an efficient, effective and responsive delivery of Council services to our community and customers, and ensuring performance is measured against identified planned objectives in an integrated manner.

Public and Environmental Health Services legislative responsibility is included under the following legislation:

- Food Act 2001, Food Hygiene Regulations 2002, and Food Safety Standards
- SA Public Health Act 2011, and prescribed policies and Regulations
- SA Public Health (Legionella) Regulations 2013
- SA Public Health (General) Regulations 2013
- SA Public Health (Waste Control) Regulations 2013
- Safe Drinking Water Act 2011
- Supported Residential Facilities Act 1992
- Environment Protection Act 1993, and Environment Protection (Water) Policy
- Local Nuisance and Litter Control Bill (proposed legislation)
- Local Government Act 1999

The core functions undertaken by the PEHS Division to achieve the mission and organisational objectives are:

| FOOD SAFETY ACTIVITIES | | |
|--|---|--|
| ACTION | TASK | ACTIVITY 2014/15 |
| Food Premises Inspections Ensure that food premises and food handlers are complying with the applicable legislation and codes of practice and are maintaining proper standards | Regularly inspect food premises (including stalls and vans) with frequency based on a risk assessment rating (RAR), including FoodSafe Audits for FoodSafe Accredited premises. | 785 Inspections Plus 289 follow up inspections and 43 complaint inspections |
| | <i>Food Safety Rating Program</i> Inspect food premises participating in the Food Safety Rating Program in accordance with frequency | Included above |

| FOOD SAFETY ACTIVITIES | | |
|--|--|--------------------------------|
| ACTION | TASK | ACTIVITY 2014/15 |
| | determined by program. | |
| Food Safety Auditing Implement the requirements of Food Safety Standard 3.3.1 – Food Safety Programs and undertake the required audits of all applicable premises. | Undertake the required audits of all applicable premises. | 96 (desk top and field audits) |
| Enforcement's generated by Customers or Other agency. Enforce the relevant sections of the Food Act and Food Hygiene regulations where breaches are detected. | Investigate reports of Food Act and Food Hygiene Regulation breaches, and conduct on site visits as required. | 84 customer requests |
| General Advice Provide advice and information to customers on matters relating to Food Control. | Attend to Counter and telephone enquiries and provide customers with relevant information and advice. The actions include verbal or written advice, pamphlets, and standard letters. | 132 advices/customer contacts |
| Other Services Provide other relevant services to customers in the area of Food Control, including; <ul style="list-style-type: none"> - special events inspections - food sampling programs, - assessment of new food premises – hawkers applications – projects | Conduct other relevant services as required Undertake a minimum of 2 sampling / testing programs per annum | 60 activities |

| PUBLIC AND ENVIRONMENTAL HEALTH ACTIVITIES | | |
|--|---|---|
| ACTION | TASK | ACTIVITY 2014/15 |
| Health Premises Inspections Ensure that Health premises and the operators are complying with the applicable legislation and codes of practice and are maintaining proper standards. | Regularly inspect health premises with frequency based on a risk assessment rating (RAR). | 120 inspections/audits and assessments of 3 rd party audits. |
| Enforcement's generated by Complaints or Other agency. Enforce the relevant sections of the Public Health Act, Environment Protection Act, Local Government Act and By Laws. | Investigate reports of legislative breaches, and conduct on site visits as required | 569 customer requests |
| General Advice Provide advice and information to customers on matters relating to Public and Environmental Health. | Attend to Counter and telephone enquiries and provide customers with relevant information and advice. The actions include verbal or written advice, pamphlets, and standard letters | 202 advices/customer contacts |
| Other Services Provide other relevant services to customers in the area of Public and Environmental Health, including; <ul style="list-style-type: none"> - septic tank approvals – Mosquito control – Projects – Infectious disease notifications | Conduct other relevant services as required | 85 activities |

| GENERAL ACTIVITIES | | |
|---|--|--|
| ACTION | TASK | ACTIVITY 2014/15 |
| Education and Promotion Strive for a more aware and better informed community and promote health through information and education. | Promote education and promotion campaigns for Public and Environmental Health matters. Support and promote Local Food Handler Training Course to local businesses Distribute Salisbury Food Facts Promote the education and promotion campaigns for food handling and matters dealing with safe food. | 65 activities |
| Immunisation Provide an Immunisation Service for the City of Salisbury | Monitor the contracted immunisation service to ensure an effective and efficient service delivery and meeting tender specification. | 5842 vaccines at the schools program and 2151 vaccines at the free clinics |
| Mosquito Control Provide Mosquito Control Services to High Risk areas | Monitor the contracted mosquito control service to ensure an effective and efficient service delivery and meeting tender specification. | Surveillance and treatment of mosquito breeding grounds |
| Roxby Downs Provide a cost effective Public and Environmental Health Service to the Roxby Downs Council | Provide Public and Environmental Health Services to Roxby Downs Council as required and within resource capacity | 11 days per annum |