



AGENDA

**FOR PROGRAM REVIEW SUB COMMITTEE MEETING TO BE HELD ON
9 MAY 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 15 March 2016.

REPORTS

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OTHER BUSINESS

CLOSE



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

15 MARCH 2016

MEMBERS PRESENT

Cr R Zahra (Chairman)
Mayor G Aldridge
Cr D Balaza (as deputy for Cr E Gill)
Cr D Bryant
Cr G Caruso
Cr L Caruso
Cr D Proleta
Cr J Woodman (as deputy for Cr S Bedford)
Cr B Vermeer

STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Infrastructure, Mr M van der Pennen
Manager Property & Buildings, Mrs K Pepe
Manager Governance, Ms T Norman
Manager Business Support, Mr K Stewart
Manager Projects, Mr J Hutton
Manager Technical Services, Mr D Roy

The meeting commenced at 6.56pm.

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

APOLOGIES

Apologies have been received from Cr S Bedford and Cr E Gill, with Cr J Woodman and Cr D Balaza in attendance as deputy members respectively.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr D Bryant
Seconded Cr D Proleta

The Minutes of the Program Review Sub Committee Meeting held on 08 February 2016, be taken and read as confirmed.

CARRIED

REPORTS

PRSC1 Program Review Brief - Property and Buildings

Cr D Balaza left the meeting at 07:08 pm.

Moved Cr G Caruso
Seconded Cr L Caruso

1. The information be received.
2. The Property and Buildings Program Review Background Paper and Project Brief as set out in Attachments 1 and 2 to this report (Item No. PRSC1, Program Review Sub Committee, 15/03/2016) be endorsed.

CARRIED

PRSC2 Program Review Brief - Business Support

Cr D Balaza returned to the meeting at 07:12pm

Moved Cr G Caruso
Seconded Cr D Proleta

1. The information be received.
2. The Business Support Program Review Project Brief and Background Paper as set out in Attachments 1 and 2 to this report (Item No. PRSC2, Program Review Sub Committee, 15/03/2016) be endorsed.

CARRIED

PRSC3 Projects Division Program Review Update

Cr D Bryant left the meeting at 07:37 pm.
Cr D Bryant returned to the meeting at 07:38 pm.

Moved Cr G Caruso
Seconded Cr J Woodman

1. That the information be received.

CARRIED

PRSC4 Technical Services Program Review Update

Moved Cr L Caruso
Seconded Cr D Proleta

1. That the information be received.

CARRIED

OTHER BUSINESS

Nil.

CLOSE

The meeting closed at 08:16pm.

CHAIRMAN.....

DATE.....

INFORMATION ONLY

PRSC1

PROGRAM REVIEW SUB COMMITTEE**DATE**

09 May 2016

HEADING

Library Branches Christmas Opening Hours 2016

AUTHOR

Pippa Webb, Manager Community Capacity and Learning, Community Development

CITY PLAN LINKS

1.1 Have a community with the skills, knowledge and agility to participate in a rapidly changing economy.
 3.2 Have interesting places where people want to be.
 4.3 Have robust processes that support consistent service delivery and informed decision making.

SUMMARY

The Library and Community Centers review was concluded in 2014. This report is part of the ongoing process of implementation of the review findings to ensure effective and efficient services are provided which meet community needs. After the Christmas 2015 opening of the 5 Library Branches a cost benefit analysis of the openings was conducted. This report presents some alternative arrangements for the Christmas 2016 and new year 2017 taking account the findings of this cost benefit analysis

RECOMMENDATION

1. Option 3, recommending that:
 - all Library staff defer the ½ day of leave on Friday 23rd December 2016;
 - Len Beadell Library only be open on Saturday 24th December 2016; and
 - Len Beadell Library and Ingle Farm Library be open on Wednesday 28th, Thursday 29th, Friday 30th and Saturday 31st December 2016
 be adopted for Christmas 2016.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.2 The Review of Libraries and Community Centres was concluded in 2014. The review brought together the operations of Libraries and Community Centers into one Division of Council under the title Community Capacity and Learning. This report is part of the continuing process of ensuring that the services that are provided meet community needs and are as efficient and effective in their delivery.

- 1.3 In 2015, Christmas fell on a Friday. Staff worked a ½ day on Thursday in line with the Council staff ½ day. Staff were asked to volunteer to work at the branches on Saturday December 26th, which was not proclaimed as a public holiday. Councils on the Salisbury boundaries (Port Adelaide Enfield, Tea Tree Gully, Playford) were closed on the Saturday and Sunday as per their staff agreements. Charles Sturt Libraries were also closed.
- 1.4 There was significant costs associated with the openings, and considerable staff time in rostering arrangements, and low visitation at some sites. As a result of this an internal cost benefit analysis was undertaken and options developed for consideration for the 2016 Christmas period.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Natalie Cooper - Library Team Leader North
 - 2.1.2 Sue Jones - Library Team Leader South
 - 2.1.3 Tracy Biddiss Scott – HR Partner, People and Culture
- 2.2 External
 - 2.2.1 Nil

3. REPORT

- 3.1 The table below shows the number of visits to the libraries on each day.
- 3.2 Interestingly there is no significant variation in visitation for the Branches when compared to a December daily average for Len Beadell, Para Hills and West. There was an increase in customers at Ingle Farm of around 10 visits. The other sites recorded lower visits. In terms of volume overall the highest visitors were at Len Beadell, followed by Ingle Farm, Salisbury West, Mawson Lakes and Para Hills.
- 3.3 The numbers however for all sites with the exception of Len Beadell are extremely low, making the unit cost of visit quite high at some sites. The higher unit cost of Mawson Lakes, is the result of the voluntary nature of the call to work on the Saturday and Sunday, as higher level staff chose to take up the option to work.
- 3.4 The Libraries during the period returned over 244 items to Playford, 228 to Tea Tree Gully and 90 to the City of Charles Sturt over these weekends. This is a direct result of the closure of these libraries.
- 3.5 Staff reported the predominant reason for a visit to the Library was to access the internet and to return books. It should be noted that book returns can be undertaken after hours at all branches other than Mawson Lakes.

The table below shows Branch opening and visits for Christmas Opening 2015.

3.6 Summary of 2015

Branch	Saturday 26 December	Sunday 27 December	Average visits for Saturday and Sunday	Average visits per day December 2014/2015
Len Beadell	131	46	89	92
Mawson Lakes	12	25	19	28
Para Hills	9	Not open	9	13
Ingle Farm	28	40	34	24
Salisbury West	27	Not open	27	30
Total	207	111	161	187

4. SUMMARY

- 4.1 It is important that there is a Library Service over the Christmas break to allow people to access the internet and to loan materials for recreational, learning and business purposes. However the high costs, combined with low visitation at some sites is cause for concern. The total costs per visit was approximately \$94 per visit (cost of opening \$30,000/187 number of visits), which is excessive when compared with the annual daily average across the 5 sites of \$8.24. As a result some alternative options have been proposed to better align the Opening of Branches with the likelihood of visitation by customers

5. EXPLORATION OF OPTIONS

- 5.1 4 options are presented below for consideration.
- 5.2 All 4 options propose that staff defer their ½ off on the 23rd of December 2016. Feedback from staff indicates that they would prefer to negotiate time, and continue to service customers. As a result in all Options the Libraries would open on the 23rd and staff could choose an alternative ½ day in consultation with supervisor at another time during the year. This approach would not preclude participation in the Corporate breakfast function.
- 5.3 A public communication plan is developed each year to inform the public of the opening hours which allows customers to plan their visits according to their plans. A specific plan would be developed based on the preferred option, and deployed well in advance of closure.

6. OPTION 1

- 6.1 Proposes that staff defer the ½ day and that all branches are open across the Christmas break.
- 6.2 The total cost of this option is \$24,365.54.

Option 1	Fri 23	Sat 24	Wed 28	Thur 29	Fri 30	Sat 31	Total Cost
Len Beadell	Open staff defer the ½ day	Open \$1599.43	Open \$1797.39	Open \$1993.93	Open \$1656.96	Open \$1169.64	
Mawson Lakes		Open \$1176.60	Open \$723.30	Open \$822.12	Open \$791.66	Open \$804.09	
Salisbury West		Open \$532.75	Open \$897.21	Open \$857.66	Open \$873.74	Open \$367.32	
Ingle Farm		Open \$1165.93	Open \$819.75	Open \$1582.57	Open \$1034.47	Open \$772.34	
Para Hills		Open \$532.75	Open \$642.94	Open \$741.08	Open \$642.59	Open \$367.32	
Total Costings		\$5007.46	\$4880.59	\$5997.36	\$4999.42	\$3480.71	\$24,365.54

- 6.3 The benefit of this option is that all branches are open across the city with residents and visitors from adjoining councils able to access our facilities.
- 6.4 The disadvantage of this option is that there are relatively few customers at some branches, and the cost per transaction as a result is quite high.
- 6.5 This option does not take account of the lower than normal visits to Mawson Lakes, Salisbury West and Para Hills Libraries at this time of year.

7. OPTION 2

- 7.1 That staff defer the ½ day on the Friday, but work a full day so as not to inconvenience the public, and only Len Beadell opens on Saturday and then all branches reopen Wednesday 28th December 2016.
- 7.2 The cost of this Option is \$20,957.51

Option 2	Fri 23	Sat 24	Wed 28	Thur 29	Fri 30	Sat 31	Total cost
Len Beadell	Open staff defer the ½ day	Open \$1599.43	Open \$1797.39	Open \$1993.93	Open \$1656.96	Open \$1169.64	
Mawson Lakes		Closed	Open \$723.30	Open \$822.12	Open \$791.66	Open \$804.09	
Salisbury West		Closed	Open \$897.21	Open \$857.66	Open \$873.74	Open \$367.32	
Ingle Farm		Closed	Open \$819.75	Open \$1582.57	Open \$1034.47	Open \$772.34	
Para Hills		Closed	Open \$642.94	Open \$741.08	Open \$642.59	Open \$367.32	
Total Costings		\$1599.43					\$20,957.51

- 7.3 The benefit of this option is that although branches are closed on Saturday they are open through the holiday period. This reduces some of the costs with minimal inconvenience to customers.
- 7.4 The disadvantages of this option are that:
- 7.4.1 There are relatively few customers at some branches, and the cost per transaction as a result is quite high

7.4.2 Customers who use other branches may be inconvenienced as they may not be able to travel to Len Beadell on Saturday the 24th. They could however choose another day to access their library.

7.5 This option does not take account of the lower than normal visits to Mawson Lakes, Salisbury West and Para Hills Libraries at this time of year.

8. OPTION 3

8.1 Option 3 proposes that staff defer the ½ day on the Friday, open at Len Beadell only on Saturday and open at Len Beadell and Ingle Farm only on 28th, 29th, 30 and 31st December 2016.

8.2 The total cost of this Option is \$12,366.48.

Option 3	Fri 23	Sat 24	Wed 28	Thur 29	Fri 30	Sat 31	Total costs
Len Beadell	Open staff defer the ½ day	Open \$1599.15	Open \$1797.39	Open \$1993.93	Open \$1656.96	Open \$1169.64	
Mawson Lakes		Closed	Closed	Closed	Closed	Closed	
Salisbury West		Closed	Closed	Closed	Closed	Closed	
Ingle Farm		Closed	Open \$819.75	Open \$1582.57	Open \$1034.47	Open \$772.34	
Para Hills		Closed	Closed	Closed	Closed	Closed	
Total Costs							\$12,366.48

8.3 The benefit of this option is that it ensures a good coverage of opening across the city but is able to reduce the costs associated with opening.

8.4 This option caters for the increase in visitation when compared with the average visits to Len Beadell and Ingle Farm Libraries.

8.5 This option is designed to reflect the usage which for both Len Beadell and Ingle Farm sites is above average at this time of the year, when compared to other sites where is below average.

8.6 The disadvantage of this option is that customers who are unable to travel to Len Beadell and/or Ingle Farm will not have access to a Library between 24-December-31 December (5 days). Books can be returned whilst the Libraries are closed at all sites, except Mawson Lakes.

9. OPTION 4

9.1 That staff defer the ½ day on the Friday, Open at Len Beadell only on Saturday and Wednesday 28th, 29th, 30 and 31st December 2016.

9.2 The total cost of this Option is 8217.35.

Option 4	Fri 23	Sat 24	Wed 28	Thur 29	Fri 30	Sat 31	Total costs
Len Beadell	Open staff defer the ½ day	Open \$1599.15	Open \$1797.39	Open \$1993.93	Open \$1656.96	Open \$1169.64	
Mawson Lakes		Closed	Closed	Closed	Closed	Closed	
Salisbury West		Closed	Closed	Closed	Closed	Closed	
Ingle Farm		Closed	Closed	Closed	Closed	Closed	
Para Hills		Closed	Closed	Closed	Closed	Closed	
Total Costings							\$8217.35

9.3 The benefit of option 4 is that it substantially reduces costs.

9.4 The disadvantage of this option is that it does not cater for those people who are unable to travel.

9.5 This option does not take account of the rise in visits to Ingle Farm Library at this time of year.

10. CONCLUSION / PROPOSAL

10.1 It is recommended that Option 3 be adopted as it will provide;

- coverage based on customers pattern of visits (higher to Len Beadell and Ingle Farm over the Christmas break),
- approximately 50% cost savings when compared with the most expensive option - Option 1
- reduction in the costs per transaction.
- good coverage for customers, who normally access Para Hills, Mawson Lakes and Salisbury West Libraries

10.2 A public communication plan would be developed to inform the public of the opening hours which allows customers to plan their visits accordingly.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 03/05/2016

ITEM	PRSC2		
	PROGRAM REVIEW SUB COMMITTEE		
DATE	09 May 2016		
PREV REFS	PRSC	PRSC1	15/03/2016
HEADING	Property and Buildings Division Program Review Update		
AUTHORS	Karen Pepe, Manager Property and Buildings, City Infrastructure Peter Smith, Program Manager City Infrastructure, City Infrastructure		
CITY PLAN LINKS	4.2 Develop strong capability and commitment to continually improve Council's performance. 4.3 Have robust processes that support consistent service delivery and informed decision making.		
SUMMARY	This report provides the Program Review Sub Committee (PRSC) with further information and a concise summary of each of the services provided for Property and Buildings Division within City Infrastructure. This report and attachments should be read in conjunction with the presentation to be provided to the PRSC on 9 May 2016.		

RECOMMENDATION

1. The information be received.

ATTACHMENTS

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

1. Property and Buildings Division - Organisation Chart
2. Property and Buildings Service Summary Sheets

1. BACKGROUND

- 1.1 The Project, Asset and Maintenance Management Review (PAMMR) of 2012 created the Property and Buildings Division within City Infrastructure and brought together a number of property related functions that were previously dispersed across the organisation into one division and under one department.
- 1.2 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.
- 1.3 As part of the program a number of divisional areas were identified for 2015/16 with the Property and Buildings Division being one of those chosen for review.

- 1.4 A project brief was submitted to the PRSC in March 2016 as item PRSC1 City Infrastructure, Program Review Brief – Property and Buildings which was endorsed.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 General Manager City Infrastructure;
- 2.1.2 Manager Property and Buildings; and
- 2.1.3 Property and Buildings team members.
- 2.1.4 Senior Management Accountant, Business Excellence

2.2 External

- 2.2.1 Nil

3. REPORT

- 3.1 The Property and Buildings Division is the designated asset owner for all property and land (excluding strategic land) owned by Council.
- 3.2 This property and land portfolio includes 96 properties and over 62,000 parcels of land with a value of \$478 million.
- 3.3 The Property and Buildings Division is responsible for the management of all of Council's buildings and land holdings (excluding any strategic property developments) and at the same time also provide a wider Council and city wide role for some services such as security, graffiti removal and facility management which includes maintenance and cleaning.
- 3.4 The Property and Buildings Division consists of 22 staff which is a mix of office and operational staff and supports the following functions:

	Service Provided	No Staff
Property	Maintaining Council's land portfolio	3
Administration	Includes the Divisional Manager, a Technical Officer and two administration staff supporting the division	4
Security	Manages Council's security functions including building patrols, CCTV, event security and meeting security	3
Graffiti	Includes the management of 20 volunteers and Council's in house response	2.5
Buildings	The operational arm of Council that undertakes routine and breakdown maintenance of Council buildings	9.5

- 3.5 The Property and Buildings Division provides a number of functions to support the organisation and include:
- 3.5.1 Roads opening and closing processes;
 - 3.5.2 Revocation of community land;
 - 3.5.3 Land acquisitions and disposals (except the strategic property developments);
 - 3.5.4 Management of the casual hire of Council's reserves and open spaces. In 2015 staff processed (hire permits) approximately 310 casual hire requests. There are also more formal permits in place for fitness organisations that use Council's reserves. In addition to these permits and casual hire requests staff also managed 1762 bookings of reserves in 2015;
 - 3.5.5 Management of Council's land. This includes undertaking public consultation where applicable);
 - 3.5.6 Leasing of land (freehold, roads, road reserve and community land) and buildings (not Council occupied buildings). Staff in the Property and Buildings Division manage the day to day operation of 182 agreements requiring extensive consultation and communication with property occupiers, around invoicing of rent and outgoings, calculation of rent reviews and organising maintenance.
 - 3.5.7 Those agreements currently being managed include commercial leases, sporting & community club leases, permits, authorisations, joint use agreements, residential leases, telecommunication tower leases and ground leases.
 - 3.5.8 Coordinate the communication for all building related projects with all stakeholders including council staffed buildings;
 - 3.5.9 Organisation wide security services for all land & buildings in Council's ownership;
 - 3.5.10 Maintenance of all of Council's buildings and other assets; and
 - 3.5.11 Coordination of graffiti removal.

Facilities Management Section

- 3.6 The division is also responsible for the support and management of Council's volunteer graffiti management program. This program consists of up to 20 volunteers which provide around 2,070 hours of service to remove around 750 requests for graffiti removal in the community each year, which saves the Council around \$100,000/annum. In addition to this, internal staff spend 3,129 hours removing over 2,400 requests for graffiti removal. The overall cost for removal of graffiti in the city is estimated to be \$412,000/annum.
- 3.7 The Facilities Management section provides the support needed to ensure day to day availability of Council's buildings and manages around 3,576 requests per year for maintenance (this number of requests does not include capital work). This maintenance is spread across the building portfolio as shown in the table below:

Number of Maintenance Requests

	Number of Requests
Civic facilities	1,299
Community Centres	707
Clubs and sporting facilities	753
Recreation Centres	233
Other buildings (public toilets, halls etc.)	481
Insurance/vandalism	103

- 3.8 The maintenance work is undertaken through a combination of external contractors (\$1,083,500) and internal staff (\$1,095,640) which includes materials of \$387,840 but excludes other expenses, overheads and depreciation.
- 3.9 These operational maintenance costs include contractual services, internal labour and materials and are costed to the various types of buildings owned by Council. See table below for a distribution of costs.

	Admin	Libraries and Community Centres	Recreation Centres	Sports and Community Clubs	Council Occupied Facilities	Total Costs
Contractual services	\$30,800	\$153,500	\$129,100	\$187,300	\$582,800	\$1,083,500
Internal labour	\$65,825	\$145,099	\$77,858	\$157,131	\$261,886	\$707,800
Materials	\$-	\$22,800	\$17,320	\$37,600	\$310,120	\$387,840
						\$2,179,140

- 3.10 The cost of contractual services is \$1,083,500 and includes the costs associated operational contracts (contracts for cleaning and air conditioning etc.) and utility costs associated with operating the various building assets.
- 3.11 The Facilities Management section also manages a number of other functions which include;
- 3.11.1 Security at Council meetings and events;
 - 3.11.2 Management of CCTV system and property security; and
 - 3.11.3 Responsible for overseeing major operating contracts such as building cleaning, solar & gutter cleaning, air conditioning maintenance along with numerous smaller contracts.

Property Section

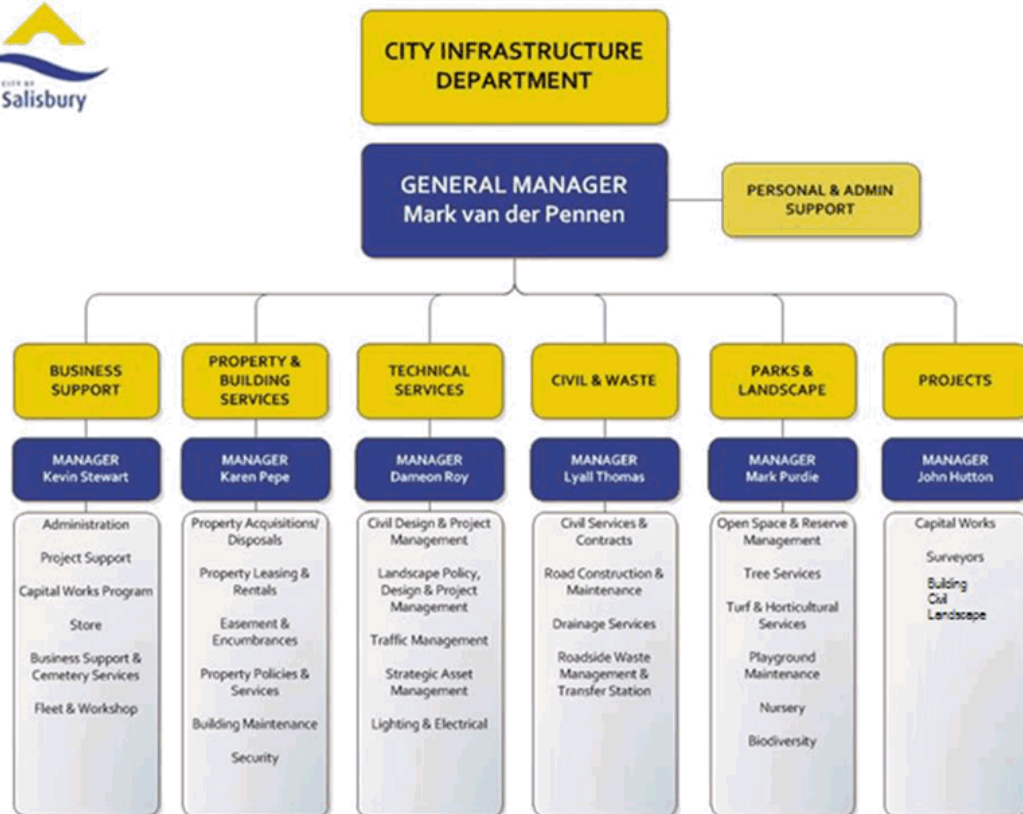
- 3.12 The Property section is responsible for the management of Community Land and the various legislative processes required to manage these assets and includes compliance with the Local Government Act (1999), Roads Opening and Closing Act (1991), Retail and Commercial Leases Act (1995), Residential Tenancies Act (1995), SA Land Acquisition Act and Real Property Act 1886.
- 3.13 The Property section uses these acts and regulations to process numerous requests each year to ensure compliance with the various acts that affect the management of Council's land and buildings. Most of these processes are required to be reported to Council and can take anywhere from 6 months to 2 years to complete depending on the complexities of each process.
- 3.14 The other function that forms part of the Property and Buildings division is that of technical support. This function provides technical input and advice on the delivery of maintenance and capital programs to ensure compliance with relevant legislation and includes requirements such as the Disability Discrimination Act and Building Codes of Australia.
- 3.15 A further breakdown of these service levels is provided in the attachments.
- 3.16 The Asset Management Plans (AMP) identify the renewal of existing property assets and the Long Term Financial Plans (LTFP) include the capital funds needed to upgrade Council's existing assets and provide new property infrastructure to deliver services to the community. This renewal is estimated to cost around \$41 million over the next 10 years. This amount does not include a number of strategic projects such as the Salisbury Community Hub Project.
- 3.17 The LTFP indicates that the following major capital upgrades will take place over the next 10 years:
- 3.17.1 Upgrade to sport and recreation facilities;
 - 3.17.2 Civic Centre replacement/upgrade;
 - 3.17.3 Salisbury Swimming Pool; and
 - 3.17.4 General property and building upgrades.
- 3.18 The LTFP indicates significant expenditure in the maintenance and replacement of Council's property assets over the next ten years to ensure fit for purpose use and compliance.
- 3.19 While the LTFP indicates a strong and ongoing requirement for upgrade of Council's facilities over the next 10 years the size and scope of these works will vary from year to year. Similarly there will always be a need for preventative, breakdown and general maintenance across the building portfolio to ensure the various buildings remain in a fit for purpose state to serve the needs of the community and end users.
- 3.20 The delivery of these services is currently undertaken through a mix of in house (operational staff) and external contractors. This Program Review will look at this mix and determine the most cost effective model to ensure an efficient service is provided.

4. CONCLUSION / PROPOSAL

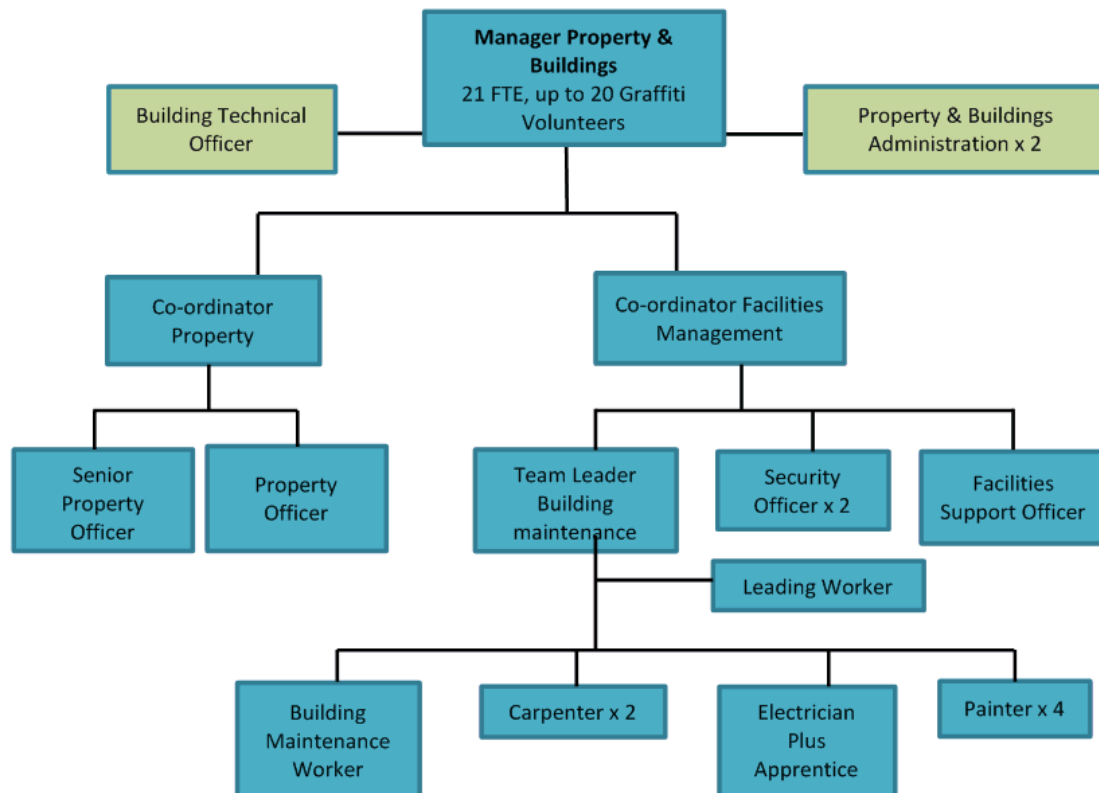
- 4.1 The information contained in this report provides the opportunity for discussion on the principles that underpin the delivery and maintenance of Council property and land portfolio by the Property and Buildings Division and the expectations of Council.

CO-ORDINATION

Officer: Executive Group
Date: 03/05/2016



Property & Buildings Division Structure



Page 1

0.0 Property and Buildings Service Summary Sheets

Report Tables and Summary Information			
SERVICE SECTION	ADMINISTRATION		
SERVICE AREA	ADMINISTRATION		
SERVICE AREA FTE's	4.00		
BUDGET	Description	2014-2015	2015-2016
	Statutory Charges	\$ -	\$ -
	User Charges	\$ -	\$ -
	Other Revenue	\$ -	\$ -
	Internal Income	\$ -	\$ -
	Wages & Salaries	\$ 362,200.00	\$ 375,999.67
	Contractual Services	\$ 26,000.00	\$ -
	Materials	\$ 25,250.00	\$ 25,250.00
	Depreciation	\$ -	\$ -
	Other Expenses	\$ 8,150.00	\$ 8,150.00
	Internal Expenses	\$ 145,700.00	\$ 2,300.00
	Total Budget	\$ 567,300.00	\$ 411,699.67
SERVICE METHOD	In house delivery and includes Manager, 2 administration staff and technical officer		
STRATEGIC LINKAGES	2.5 To have a sustainable and resilient built environments that contribute to quality amenity 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	City Plan 2020 Asset Management Policy (2015/507) Volunteer Management Policy Surplus Community Land Policy (2015/325) Disposal of Assets other than Land Policy (2015/749) Building Renewal Policy (2015/750)		
ASSETS SERVICED	Council property, buildings and land asset portfolio		
DESCRIPTION OF SERVICE	The Property and Buildings Division services two distinct areas being Council's land portfolio (Community Land) and the various processes around this including leasing, permits, disposal and consultation. The other area is Council's building portfolio including asset management, maintenance and day to day repairs. In addition to this role the team also has a role in the management of security, graffiti (internal and volunteers) and technical support to Council staff associated with building compliance.		
SERVICE STANDARDS	All building are maintained in accordance with the Building Code of Australia All building will ensure compliance with the Disability Discrimination Act All buildings will look to maximise energy efficiency in the maintenance and construction of new buildings. All financial transaction or variations are recorded and monitored in accordance with AS 4000 or AS 2124.		
SERVICE OUTCOME	A well maintained and fit for purpose building portfolio that enables delivery of the various intended services. Management of Council land and building portfolio to maximise community use while ensuring appropriate processes are in place to manage risk while ensuring appropriate leasing and permits are in place.		
PERFORMANCE INDICATORS	All customer contacts are responded to within agreed standards (1 day/1 week). Council maintains its properties and land in accordance with the legislative requirement there is however limited quantifiable KPI work undertaken. The Program Review will develop these KPI for future use.		
CUSTOMER EXPECTATIONS / ENQUIRIES	These roles are generally the first point of call for external customers as it relates to property and buildings and there is a general expectation that the issue or query will be addressed quickly and effectively which may not always be possible in some cases due to the legislative timeframes of some complex		
LEGISLATION	Local Government Act 1999		

0.0 Property and Buildings Service Summary Sheets

Property and Buildings			
Report Tables and Summary Information			
SERVICE SECTION	PROPERTY MANAGEMENT		
SERVICE AREA	PROPERTY SERVICES		
SERVICE AREA FTE's	3.00		
BUDGET	Description	2014-2015	2015-2016
	Statutory Charges	\$ -	\$ -
	User Charges	-\$ 493,900.00	-\$ 669,225.00
	Other Revenue	-\$ 63,500.00	-\$ 83,910.00
	Internal Income	\$ -	\$ -
	Wages & Salaries	\$ 282,700.00	\$ 296,100.00
	Contractual Services	\$ 39,150.00	\$ 36,600.00
	Materials	\$ 7,500.00	\$ 11,500.00
	Depreciation	\$ 1,100.00	\$ -
	Other Expenses	\$ 59,670.00	\$ 63,120.00
	Internal Expenses	\$ 2,900.00	\$ 2,100.00
	Total Budget	-\$ 164,380.00	-\$ 343,715.00
SERVICE METHOD	Internal but with professional advice from external providers		
STRATEGIC LINKAGES	1.2 To enhance and create quality urban areas with high amenity and integrated infrastructure 2.5 To have a sustainable and resilient built environments that contribute to quality amenity 4.3 To deliver sustainable, creative and innovative solutions that enable excellent operations and service delivery 4.6 To provide our customers with excellent service that meets their needs.		
POLICIES, PLANS & STRATEGIES	Surplus Community Land Policy (2015/325) Disposal of Assets other than Land Policy (2015/749) Community Land Management Plans 1 and 2 Asset Management Plans - Buildings 2015 Club Fee Policy (2013/1900)		
ASSETS SERVICED	Council land of 62,000 parcels plus all 96 buildings		
DESCRIPTION OF SERVICE	The administrative function of Council's land (management, lease, sale or disposal) as well as the management of leases/licences for buildings. In addition to this the team also has a role in the capital works programs through management of leases and consultation and communication with end-users and the wider community during upgrades or offering leases.		
SERVICE STANDARDS	This is generally an administrative role which governed by legislation such as the Local Government Act, Property Act and the Retail Tenancy Act and as such doesn't work to standards. All building leases are drafted so as to minimise risk to Council. Consultation will be undertaken in accordance with Council Consultation Policy		
SERVICE OUTCOME	A Community Land and building portfolio that is managed in accordance with the Local Government Act and provides the community with access to fit for purpose facilities that meet legislative requirements and that are managed through endorsed leases or licences that define the roles of each party.		
PERFORMANCE INDICATORS	While Council maintains its properties and land in accordance with the legislative and Council requirement there is limited quantifiable KPI work undertaken. It is proposed as part of the Program Review to develop these KPI for future use in delivery.		
CUSTOMER EXPECTATIONS / ENQUIRIES	This role is responsible for the management of land and leases associated with buildings and the community through consultation and dealing with issues such as leases expect Council to be efficient and courteous and at the same time provide a service that is delivered in the shortest possible time.		
LEGISLATION	Property Act (1990) Local Government Act (1999) Retail Tenancy Act (1995)		

0.0 Property and Buildings Service Summary Sheets

Property & Buildings			
Report Tables and Summary Information			
SERVICE SECTION	SECURITY		
SERVICE AREA	SECURITY SERVICES		
SERVICE AREA FTE's	3.00		
BUDGET	Description	2014-2015	2015-2016
	Statutory Charges	\$ -	\$ -
	User Charges	\$ -	\$ -
	Other Revenue	\$ -	-\$ 10,500.00
	Internal Income	\$ -	\$ -
	Wages & Salaries	\$ 244,280.11	\$ 253,239.89
	Contractual Services	\$ 204,200.00	\$ 217,800.00
	Materials	\$ 3,950.00	\$ 6,950.00
	Depreciation	\$ 17,400.00	\$ 31,500.00
	Other Expenses	\$ 3,085.00	\$ 9,250.00
	Internal Expenses	\$ 36,400.00	\$ 32,600.00
	Total Budget	\$ 509,315.11	\$ 540,839.89
SERVICE METHOD	Provided through a mix of contract an in-house services but coordinated by Council		
STRATEGIC LINKAGES	1.2 To enhance and create quality urban areas with high amenity and integrated infrastructure 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	City Plan 2020 Volunteer Management Policy		
ASSETS SERVICED	Security of Council buildings, open spaces and public during public functions and events		
DESCRIPTION OF SERVICE	Coordination of all security functions for Council including mobile patrols (contract) of buildings and open spaces, CCTV coverage of high profile areas, security for Council meeting, security of events through passive and patrol services and general management of Council's internal security functions such		
SERVICE STANDARDS	Security Officers Standards AS/NZS 4421 Closed Circuit Television AS 4806 Parts 1 and 2 Intruder Alarm Systems AS 2201 Guard Patrol Security Services AS 4421		
SERVICE OUTCOME	Protection of built form assets so that these assets are protected from vandalism or damage. Protection of staff and visitors to Council functions and meetings so that the community may attend these function knowing they will be protected and safe from anti social behaviour or violence. That appropriate resources are provided to ensure a safe place and systems of work and that these services or advice are readily available to staff.		
PERFORMANCE INDICATORS	While Council provides security for its buildings, open spaces and people attending these places as well as functions there is limited quantifiable KPI work undertaken. It is proposed as part of the Program Review to develop these KPI for future use in delivery.		
CUSTOMER EXPECTATIONS / ENQUIRIES	Customers are a mix of internal and external but both have an expectation that the places they work or the events they attend will be safe and secure and to do this expect Council to have systems and services that ensure that security. In saying this it does not diminish the role or responsibility of SAPOL.		
LEGISLATION	Local Government Act 1999 WHS Act 2012		

Property & Buildings Report Tables and Summary Information			
SERVICE SECTION	BUILDING SERVICES		
SERVICE AREA	BUILDING SERVICES		
SERVICE AREA FTE's	9.50		
BUDGET	Description	2014-2015	2015-2016
	Statutory Charges	\$ -	\$ -
	User Charges	\$ -	\$ -
	Other Revenue	\$ -	\$ -
	Internal Income	\$ -	\$ -
	Wages & Salaries	\$ 691,250.00	\$ 707,800.00
	Contractual Services	\$ 1,070,700.00	\$ 1,083,500.00
	Materials	\$ 378,020.00	\$ 387,840.00
	Depreciation	\$ 81,900.00	\$ 81,900.00
	Other Expenses	\$ 90,870.00	\$ 94,270.00
	Internal Expenses	\$ -	\$ 115,400.00
	Total Budget	\$ 2,312,740.00	\$ 2,470,710.00
SERVICE METHOD	Combination of in-house and contract work		
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 quality amenity 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	Asset Management Plan Buildings City Plan 2020		
ASSETS SERVICED	All of Council's buildings and other minor structures such as shade structures, seating and other minor structures.		
DESCRIPTION OF SERVICE	To plan, schedule and deliver programmed and reactive maintenance to all the various building type assets owned by Council which can be performed by staff or contract. In addition to this the role also manages numerous contracts (cleaning contract as an example) from tendering through to contract		
SERVICE STANDARDS	Building Code of Australia AS 1428 Parts 1-5 Design for Access and Mobility AS 2311 Guide to Painting of Buildings AS 1684 Design of Timber Framed Construction AS 3000 Electrical Installations Timber Framing Code AS/NZS 1680 Interior and Workplace Lighting AS/NZS 3500 Parts 1-4 Plumbing and Drainage		
SERVICE OUTCOME	A building portfolio that meets all legislative standards and is considered fit for its intended use. A responsive team that has the necessary skill sets to deliver cost effective and a responsive service to maintain the building asset portfolio.		
PERFORMANCE INDICATORS	While Council has maintained its buildings in a serviceable condition and current renewal programs will improve this service standard there is limited quantifiable KPI work undertaken. It is proposed as part of the Program Review to develop these KPI for future use in the delivery of services.		
CUSTOMER EXPECTATIONS / ENQUIRIES	That Council will provide suitable buildings that are safe and appropriate for the intended service and that any repairs will be undertaken in a professional and tradesman like manner in an acceptable time to the property user.		
LEGISLATION	Local Government Act (1999)		

0.0 Property and Buildings Service Summary Sheets

Property & Buildings			
Report Tables and Summary Information			
SERVICE SECTION	BUILDING SERVICES		
SERVICE AREA	GRAFFITI REMOVAL - VOLUNTEERS		
SERVICE AREA FTE's	0.50		
BUDGET	Description	2014-2015	2015-2016
	Statutory Charges	\$ -	\$ -
	User Charges	\$ -	\$ -
	Other Revenue	\$ -	\$ -
	Internal Income	\$ -	\$ -
	Wages & Salaries	\$ 34,450.00	\$ 35,200.00
	Contractual Services	\$ 2,000.00	\$ 2,000.00
	Materials	\$ 38,200.00	\$ 38,200.00
	Depreciation	\$ -	\$ -
	Other Expenses	\$ 4,900.00	\$ 4,900.00
	Internal Expenses	\$ 12,300.00	\$ 20,700.00
	Total Budget	\$ 91,850.00	\$ 101,000.00
SERVICE METHOD	Provide by around 20 volunteer with assistance from Council with materials and transport. The service area also includes .5 of the Leading Worker for coordination of the Volunteers.		
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 quality amenity 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	City of Salisbury Vandalism and Graffiti Reward Program 2015 City Plan 2020		
ASSETS SERVICED	This is a City wide program that not only targets Council's physical assets (buildings etc.) but also removes graffiti from any source including the boundaries of private property to minimise the anti social behaviour and improve the visual amenity of the City.		
DESCRIPTION OF SERVICE	Removal of graffiti from various public and private assets within the City by a group of around 20 volunteers supported by Council. If the Council was required to provide this service on top of its existing commitment there would be a need to find an additional \$100,000 to fund this work.		
SERVICE STANDARDS	While Council currently removes graffiti in a professional manner there is limited quantifiable KPI work undertaken. It is proposed as part of the Program Review to develop these KPI for future use in delivery.		
SERVICE OUTCOME	To align with Council's City Plan objective 1.2 and provide a City that is free of graffiti and provides the necessary visual amenity to encourage and promote City pride.		
PERFORMANCE INDICATORS	That Council will remove all offensive graffiti within 24 hours That all other forms of graffiti will be removed as soon as practical Council will assist the public with the removal of graffiti from private property frontages and boundaries		
CUSTOMER EXPECTATIONS / ENQUIRIES	Graffiti is an emotive issue in the community with some people considering it art with others consider it to be vandalism what ever the belief the public has an expectation that offense graffiti will removed promptly and that the City will generally remain graffiti free so as to maximise the social amenity of the City.		
LEGISLATION	Graffiti Control Act (2001) and Amendments (2013)		

0.0 Property and Buildings Service Summary Sheets

SERVICE SECTION	BUILDING SERVICES		
SERVICE AREA	GRAFFITI REMOVAL - COUNCIL		
SERVICE AREA FTE's	2.00		
BUDGET	Description	2014-2015	2015-2016
	Statutory Charges	\$ -	\$ -
	User Charges	\$ -	\$ -
	Other Revenue	\$ -	\$ -
	Internal Income	\$ -	\$ -
	Wages & Salaries	\$ 132,200.00	\$ 135,200.00
	Contractual Services	\$ 100,300.00	\$ 101,600.00
	Materials	\$ 52,100.00	\$ 52,100.00
	Depreciation	\$ -	\$ -
	Other Expenses	\$ -	\$ -
	Internal Expenses	\$ 28,200.00	\$ 22,600.00
	Total Budget	\$ 312,800.00	\$ 311,500.00
SERVICE METHOD	In house or contract staff		
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 quality amenity 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	City of Salisbury Vandalism and Graffiti Reward Program 2015 City Plan 2020		
ASSETS SERVICED	This is a City wide program that not only targets Council's physical assets (buildings etc.) but also removes graffiti from any source including the boundaries of private property to minimise the anti social behaviour and improve the visual amenity of the City.		
DESCRIPTION OF SERVICE	Removal of graffiti from various public and private assets within the City by Council staff and in addition to this all bus stops/shelters are maintained graffiti free through a contract with Department of Correctional Services.		
SERVICE STANDARDS	While Council currently removes graffiti in a professional manner there is limited quantifiable KPI work undertaken. It is proposed as part of the Program Review to develop these KPI for future use in delivery.		
SERVICE OUTCOME	To align with Council's City Plan objective 1.2 and provide a City that is free of graffiti and provides the necessary visual amenity to encourage and promote City pride.		
PERFORMANCE INDICATORS	That Council will remove all offensive graffiti within 24 hours That all other forms of graffiti will be removed as soon as practical Council will assist the public with the removal of graffiti from private property frontages and boundaries		
CUSTOMER EXPECTATIONS / ENQUIRIES	There is a general expectation from the public that graffiti will be removed as quickly as possible and there is generally limited separation of the services (Council vs volunteer). There is possibly a greater expectation for the Council to respond given its role and resources.		
LEGISLATION	Graffiti Control Act (2001) and Amendments (2013)		

ITEM	PRSC3		
	PROGRAM REVIEW SUB COMMITTEE		
DATE	09 May 2016		
PREV REFS	PRSC	PRSC2	15/03/2016
HEADING	Business Support Division Program Review Update		
AUTHORS	Kevin Stewart, Manager Business Support, City Infrastructure Peter Smith, Program Manager City Infrastructure, City Infrastructure		
CITY PLAN LINKS	4.2 Develop strong capability and commitment to continually improve Council's performance. 4.3 Have robust processes that support consistent service delivery and informed decision making. 4.4 Embed long term thinking, planning and innovation across the organisation.		
SUMMARY	The report provides the Program Review Sub Committee (PRSC) with further information and a concise summary of each of the services provided for Business Support Division within City Infrastructure. This report and attachments should be read in conjunction with the presentation to be provided to the PRSC on the 9 May 2016.		

RECOMMENDATION

1. That the information be received.

ATTACHMENTS

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

1. Organisation Structure - Business Support
2. Service Summary sheets - Business Support

1. BACKGROUND

- 1.1 The Project, Asset and Maintenance Management Review (PAMMR) of 2012 created the Business Support Division within City Infrastructure and provided the operational and logistical support needed for the City Infrastructure Department to deliver the various assets and project delivery services each financial year.
- 1.2 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.

- 1.3 As part of the program a number of divisional areas were identified for 2015/16 with Business Support Division being one of those chosen for review.
- 1.4 A project brief was submitted to the PRSC in March 2016 as item PRSC2 City Infrastructure, Program Review Brief – Business Support was endorsed.
- 1.5 This brief recommended that not all of the Business Support Division be included in the current Program Review and that Business Administration Support, Salisbury Memorial Cemeteries and Stores be excluded due to:
 - 1.5.1 Asset Management Improvement Project; and
 - 1.5.2 The recent review of Cemeteries and its transfer to Business Support.
- 1.6 These directions have resulted in Project Support team being included in the Program Review for Technical Services and Projects and a separate Program Review being tendered for the Fleet and Workshops team.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 General Manager City Infrastructure;
 - 2.1.2 Manager Business Support; and
 - 2.1.3 Business Support team members.
 - 2.1.4 Senior Management Accountant, Business Excellence
- 2.2 External
 - 2.2.1 Nil

3. REPORT

- 3.1 The Business Support Division provides a number of functions to support the organisation and City Infrastructure to deliver on its annual business plan and includes:
 - 3.1.1 Management of light fleet, heavy plant, minor plant and mechanical workshop;
 - 3.1.2 Management of Salisbury Memorial Park and contractual management of the Salisbury Mausoleum;
 - 3.1.3 Financial and administrative reporting, cost control and monitoring of project delivery programs;
 - 3.1.4 Project Management Methodology, implementation, training and development
 - 3.1.5 Administrative support for field based work activities at the Operation Centre including procurement support, data entry and customer service functions;
 - 3.1.6 Asset Information System development and data integrity, and;
 - 3.1.7 Store operations supporting service delivered by City Infrastructure operational divisions and procurement of consumables for the broader organisation.

- 3.2 The Business Support division is the designated asset owner for all plant and fleet assets owned by Council.
- 3.3 The Business Support division also maintains and updates data associated with the Asset Information System software.
- 3.4 The Business Support division consists of 23 staff (22.33 FTE) across four teams based at the Operations Centre, and Municipal Offices and is a mix of operational staff (6) and office/administrative (17). These staff are split over the following areas:

Business Support Teams	Number of staff
Divisional Administration	1
Fleet and Workshop	6
Project Support	3
Business Support Administration	8
Salisbury Memorial Park	3
Store Operations	2

- 3.5 The Asset Management, Improvement Project being undertaken in parallel to the Program Review process is likely to recommend changes to the way that Council administers the maintenance of its assets (contracts and day to day maintenance). This will in turn impact current work practices that Council uses to program and record maintenance work, contractual work, asset data and administration of the work request system (shifting from existing paper based to electronic onsite process) within Council's Asset Management software (Confirm).
- 3.6 The level of change and efficiency improvement expected from this Asset Management, Improvement Project have not been quantified at this time but these expected changes will guide the future structure and role of Business Support Administration when implemented.
- 3.7 As previously reported to the Program Review Sub Committee in March 2016 (PRSC2) the Salisbury Memorial Park was reviewed in 2014 with recommendations having been implemented since this date and is therefore not part of this Program Review.

Fleet and Workshop

- 3.8 The Fleet and Workshop team are responsible for the acquisition, commissioning, maintenance and disposal of items required to support Council's operational requirements to the community.
- 3.9 Council's fleet and plant Asset Management Plan drives the renewal and upgrade while new items of plant may be identified via the New Initiative Bid process. Council invests around \$2 million in replacement of fleet and plant annually.
- 3.10 A number of contract management functions are undertaken with a range of contracts in support of the fleet and include the supply of fuel, consumables and external service and/or repair activity.
- 3.11 The Workshop provides servicing and maintenance requirements for heavy vehicles (96), light vehicles (120) and trailers (66) which has a capital value of \$11,700,000 in addition to small items of plant (280).
- 3.12 The maintenance of this fleet requires the delivery of 554 scheduled services, 911 reactive maintenance requests (fleet and plant) and 126 breakdown maintenance requests for a total of 1,591 in house services. In addition to this between 250 and 300 contracted services (specialist equipment services or scheduled warranty work) are coordinated internally and performed externally on an annual basis.

Project Support

- 3.13 The Project Support team provides support to the Projects and Technical Services Divisions to enable delivery of the annual renewal/upgrade/new capital works programs identified in the Long Term Infrastructure Plan (LTIP) and in 2014/15 was valued at just over \$30 million.
- 3.14 Support for the delivery of assets and the capital works program is provided by the team including involvement in the delivery of the projects. The cost of wages for this team are fully capitalised across the capital infrastructure program.
- 3.15 Project administration assistance, maintenance of project management framework tools, financial monitoring, project reporting and analysis of all project delivery and performance against key criteria such as budget and delivery within a financial year is provided by the team. The volume of projects undertaken is approximately 1159 projects (based on 2014/5) each year.

Business Support Administration

- 3.16 Business Support Administration staff is based at the Operations Centre and support operational service delivery by Parks and Landscape and Civil and Waste Divisions. The nature of support ranges from customer enquiry / job creation, contract creation and invoice processing through to backfill of staff on annual leave.
- 3.17 Business Support staff provide a key customer service role, raising over 39,000 work requests (either directly or via Customer Services) for action by operational staff. The table below provides a breakdown of these work requests by division.

Department	Number of Work Requests
Parks and Landscape	25,443
Civil and Waste	9,620
Property and Building	4,639
Total Number of Work Requests	39,707

- 3.18 In addition to these work requests 6,000 invoices from contractors per annum are processed and staff respond to 1,600 direct customer enquiries (may be internal or external customers but not via the Customer Centre) per year and it is also responsible for capturing information from field staff time sheets.
- 3.19 Business Support Administration also oversees the delivery of the Store Operations function. This service predominantly services field operational areas maintaining stock required for daily activities, dispensing PPE and keeping urgently required / emergency supply items on hand. Store Operations also enable standardisation of products thereby restricting the sourcing of inappropriate items by Council staff. The Store also provides a support service to the wider Council through purchasing and storage of items that are commonly used or need to be held for future use.
- 3.20 In an average year the Store transacts approximately 730 Purchase Orders, receives 1,681 deliveries and issues approximately 40,000 items. Store Operations staff are also responsible for undertaking inspections, allocating storage and liaison with suppliers.

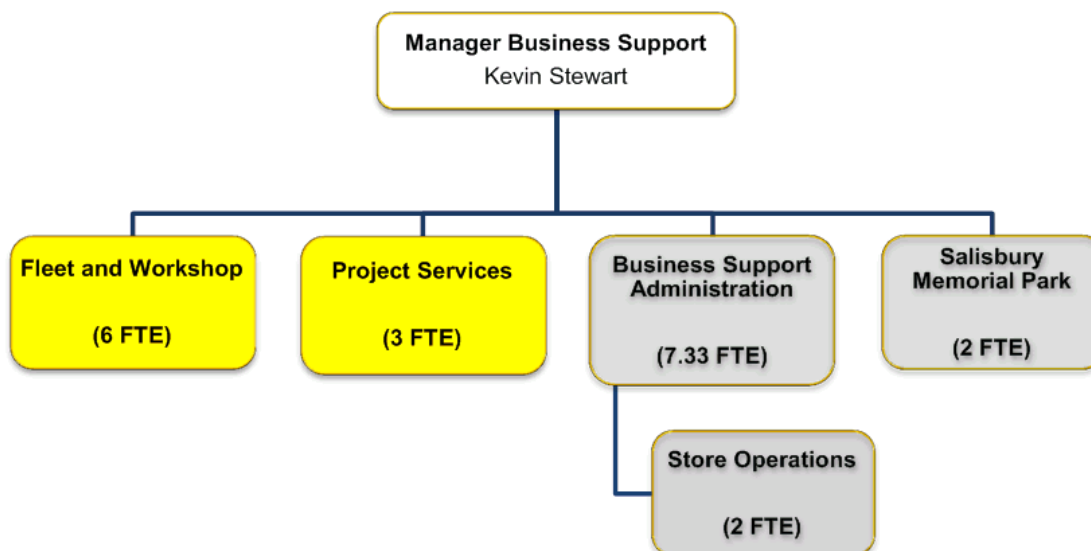
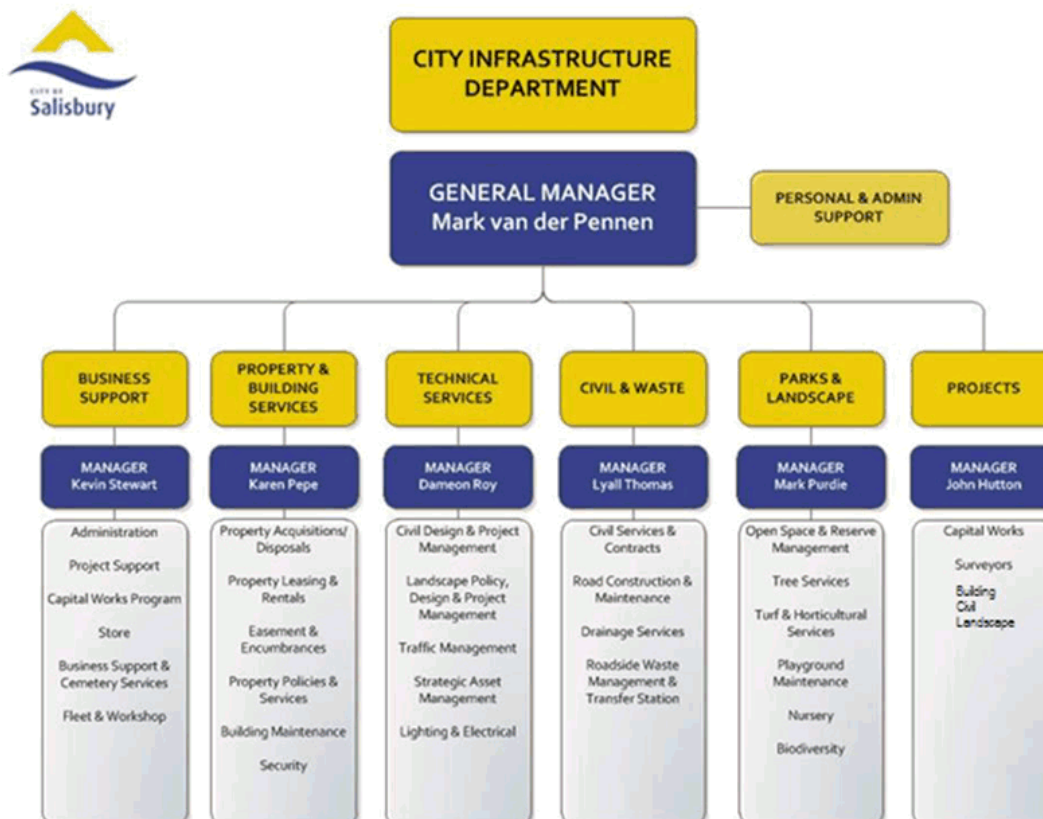
4. CONCLUSION / PROPOSAL

- 4.1 The information contained in this report provides the opportunity for discussion on the principles that underpin the various support services provided to the organisation and in particular City Infrastructure through the Business Support Division and the expectations of Council.

CO-ORDINATION

Officer: Executive Group
Date: 03/05/2016

City Infrastructure Department Structure:



Business Support			
Summary Operational Service Levels			
SERVICE SECTION	Projects Administration Unit		
SERVICE AREA	Projects Support Team		
SERVICE AREA FTE's	3.00		
BUDGET	Description	2014-15	2015-16
	Wages & Salaries (100% wages capitalised)	-\$ 100	-\$ 1,100
	Other Expenses	\$ 100	\$ 100
	Internal Expenses	\$ 1,000	\$ 1,000
	Total Budget	\$ 1,000	\$ -
SERVICE METHOD	In house staff delivery but all cost (wage costs are \$285,000) are attributed to capital		
STRATEGIC LINKAGES	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	City of Salisbury Strategic Asset Management Plan (2015) Salisbury City Plan 2020 City of Salisbury Project Management Manual		
ASSETS SERVICED	While this is an administrative role and is not directly delivering an asset the role this group undertakes supports all of the assets classes through its involvement in administration of project delivery.		
DESCRIPTION OF SERVICE	Provides a broad range of administrative and project management support services including budget reporting, contract management and financial processes associated with project delivery.		
SERVICE STANDARDS	Delivery of all projects in alignment with AS 4915 (Project Management Standards). All financial transaction or variations are recorded and monitored in accordance with AS 4000 or AS 2124. City of Salisbury Procurement Policy (0124/2015) as required under Local Government Act (1999). City of Salisbury Contract Management Policy.		
SERVICE OUTCOME	This role is an internal focused role and its customers are generally internal with the key role being to provide overall administrative support for the delivery of projects through effective management of budgets, contract management paper work and the processing of contractor invoices. In addition to this this Team also provides wider administrative reporting and investigations for the City Infrastructure Department and is the support service for Project Management in the Council.		
PERFORMANCE INDICATORS	While detailed information is recorded in regards to Project Support roles there is limited quantifiable KPI work undertaken. It is proposed as part of the Program Review to develop these KPI for future use in delivery.		
CUSTOMER EXPECTATIONS / ENQUIRIES	The role provided by this Team is critical to the overall delivery of projects and there is an expectation from staff responsible for delivery that this financial and administrative support is available to ensure projects are monitored to ensure delivery on time and budget.		
LEGISLATION	Local Government Act (1999) Local Government (Financial Management) Regulations (2011)		

Business Support			
Summary Operational Service Levels			
SERVICE SECTION	Division		
SERVICE AREA	Administration		
SERVICE AREA FTE's	1.00		
BUDGET	Description	2014-15	2015-16
	Other Revenue	-\$ 136,000	-\$ 136,000
	Wages & Salaries	\$ 104,800	\$ 91,500
	Contractual Services	\$ 7,350	\$ 7,300
	Materials	\$ 83,820	\$ 66,320
	Other Expenses	\$ 19,450	\$ 19,050
	Internal Expenses	\$ 84,400	\$ 91,900
	Total Budget	\$ 163,820	\$ 140,070
SERVICE METHOD	Internal service provision and cost centre is for Divisional Manager and also includes a number of administrative functions (income and expenditure).		
STRATEGIC LINKAGES	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		
POLICIES, PLANS & STRATEGIES	City of Salisbury Strategic Asset Management Plan (2015) Salisbury City Plan 2020 City of Salisbury Project Management Manual		
ASSETS SERVICED	This position while not directly supporting an asset class does have responsibility for fleet assets and cemeteries and indirectly supports all other asset classes through either Project Support or Business Administration Support.		
DESCRIPTION OF SERVICE	This position provides the overall management of the Business Support Division and is responsible for the oversight of Project Support, Business Administration Support, Fleet and Workshop, stores and Salisbury Memorial Park.		
SERVICE STANDARDS	Delivery of all projects in alignment with AS 4915 (Project Management Standards). All financial transaction or variations are recorded and monitored in accordance with AS 4000 or AS 2124. City of Salisbury Procurement Policy (0124/2015) as required under Local Government Act (1999). City of Salisbury Contract Management Policy.		
SERVICE OUTCOME	To provide overall management of the Business Support Division so that the various functions undertaken by the Division are delivered efficiently and the respective roles for each area are delivered in accordance with the various business plans for each area and City Infrastructure such that these plans are aligned with Council City Plan 2020.		
PERFORMANCE INDICATORS	This area is the management function of the Business Support area and as such no KPI exist other than those which are Departmental in nature or set as organisation KPI. It is proposed as part of the Program Review to develop these KPI for future use in delivery.		
CUSTOMER EXPECTATIONS / ENQUIRIES	The customers for this position are generally internal with the exception of Salisbury Memorial Park and therefore the expectations are generally around issues such as availability of fleet and the need to ensure information is available when required and support services are provided in an appropriate time.		
LEGISLATION	Local Government Act (1999)		

Business Support			
Summary Operational Service Levels			
SERVICE SECTION	Fleet Services		
SERVICE AREA	Administration		
SERVICE AREA FTE's	2.00		
BUDGET	Description	2014-15	2015-16
	Reimbursements	-\$ 83,000.00	-\$ 55,400.00
	Wages & Salaries	\$ 186,000.00	\$ 185,799.89
	Contractual Services	\$ 31,600.00	\$ 31,600.00
	Materials	\$ 38,000.00	\$ 28,000.00
	Finance Charges	\$ 42,600.00	\$ 42,600.00
	Other Expenses	\$ 126,000.00	\$ 128,200.00
	Internal Expenses	\$ 113,200.00	\$ 18,599.96
	Total Budget	\$ 454,400.00	\$ 379,399.85
SERVICE METHOD	Service is provided in house and consist of a fleet officer and the Fleet and Workshop Coordinator whose time is allocated across both functions.		
STRATEGIC LINKAGES	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	Fleet Asset Management Plan City Salisbury Disposal of Assets other than Land Policy Contracts and Procurement Policy		
ASSETS SERVICED	Council's complete range of plant from heavy vehicles through to hand held small plant.		
DESCRIPTION OF SERVICE	The acquisition, commissioning and disposal of all fleet and plant which includes staff consultation, specification writing, tendering and contract management.		
SERVICE STANDARDS	There are no defined service standards for the fleet management side of the operations this review offers the opportunity to develop new qualitative and quantifiable indicators.		
SERVICE OUTCOME	The cost effective procurement of fleet that meets the organisations needs while ensuring it complies with Australian Road Rules, meets WHS requirements with respect to design and delivers the operational requirements of the organisation.		
PERFORMANCE INDICATORS	While the fleet administration is delivered in accordance with Council Policy there is limited quantifiable KPI work undertaken. It is proposed as part of the Program Review to develop these KPI for future use in delivery. Future KPI for this area could include satisfaction of customer in regards to consultation, time taken to procure new fleet, savings or efficiencies delivered through review of fleet and number of purchases that have undertaken consultation in accordance with WHS and EB agreement.		
CUSTOMER EXPECTATIONS / ENQUIRIES	There is limited customer expectation in this area other than the requirement to consult with staff and deliver product on time and designed and constructed to a quality standard.		
LEGISLATION	Heavy Vehicle National Law Regulations 2015 Commonwealth Motor Vehicle Standards Act 1998 Road Traffic Act 1961 Motor Vehicle Act 1959 Local Government Act (1999)		

SERVICE SECTION	Fleet Services		
SERVICE AREA	Workshop		
SERVICE AREA FTE's	4.00		
BUDGET	Description	2014-15	2015-16
	Internal Income	-\$ 3,631,180.00	-\$ 3,589,450.00
	Wages & Salaries	\$ 256,579.89	\$ 271,650.00
	Contractual Services	\$ 704,600.00	\$ 636,511.00
	Materials	\$ 961,100.00	\$ 941,100.00
	Depreciation	\$ 1,059,000.00	\$ 1,194,000.00
	Other Expenses	\$ 101,100.00	\$ 118,400.00
	Internal Expenses	\$ 64,400.00	\$ 138,700.00
	Total Budget	-\$ 484,400.11	-\$ 289,089.00
SERVICE METHOD	Mix of in house and external provision and consists of 3 mechanics and a Leading Worker		
STRATEGIC LINKAGES	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	Asset Management Plan for fleet IPWEA Fleet Maintenance Guidelines		
ASSETS SERVICED	Council's complete range of plant from heavy vehicles through to hand held small plant.		
DESCRIPTION OF SERVICE	Provide workshop functions to support the operational capability of Council's fleet and plant including preventative, routine and breakdown maintenance.		
SERVICE STANDARDS	Fleet serviced in accordance with manufactures log book recommendations All identified service faults during a routine service shall be repaired at the same time as the service and the operator informed. That all work undertaken as part of a service (breakdown or preventative) is recorded in Council's maintenance software system. Each vehicle is serviced and maintained so as to comply with Australian Road Rules. Customers are to be notified a minimum of 1 week in advance on routine service work and provided with a copy of maintenance report and roadworthy compliance after each service. All vehicles are maintained in a clean and damage free condition while in operation.		
SERVICE OUTCOME	A reliable and fit for purpose fleet that has a high degree of availability to deliver the operational requirements of Council's operations. A fleet that is well maintained and has a programmed approach to service and is availability. An asset plan and consultation process that ensures fit for purpose fleet is purchased and staff are consulted on its construction.		
PERFORMANCE INDICATORS	While detailed information is recorded in regards to Workshop functions there is limited quantifiable KPI work undertaken. It is proposed as part of the Program Review to develop these KPI for future use in delivery. The data that is currently being collected includes fleet availability, response times to breakdowns, percentage of unplanned vs planned work, number of services completed under allowed time and downtime per month for various types of fleet. These along with additional data can be used to create future KPI.		
CUSTOMER EXPECTATIONS / ENQUIRIES	While much of the work is programmed and hence the customer expectation is limited to quality of service and ensuring ongoing operation between servicing, the other function performed by the workshop is breakdown maintenance which has a customer perception that it will be completed in a short turnaround time.		
LEGISLATION	Heavy Vehicle National Law Regulations 2015 Commonwealth Motor Vehicle Standards Act 1998 Road Traffic Act 1961 Motor Vehicle Act 1959		

Business Support			
Summary Operational Service Levels			
SERVICE SECTION	Stores		
SERVICE AREA	Administration		
SERVICE AREA FTE's	2.00		
BUDGET	Description	2014-15	2015-16
	Wages & Salaries	\$ 137,500	\$ 140,600
	Materials	\$ 2,900	\$ 2,900
	Other Expenses	\$ 1,155	\$ 1,155
	Internal Expenses	\$ 6,400	\$ 7,800
	Total Budget	\$ 147,955	\$ 152,455
SERVICE METHOD	In house service which supports operations area		
STRATEGIC LINKAGES	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 4.5 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	City Salisbury Disposal of Assets other than Land Policy Contracts and Procurement Policy Asset Management Plans		
ASSETS SERVICED	No direct assets are serviced by the function however it does supports other users who maintain Councils assets such as parks, roads and footpaths.		
DESCRIPTION OF SERVICE	The procurement of stock or specific items to enable end users to deliver their required tasks in the operational areas of Council. In addition to this the store also controls consumable stock for the operations area and the wider Council use.		
SERVICE STANDARDS	All procurement processes are aligned with requirements of the Local Government Act and City of Salisbury Policy in regards to procurement. No other service standards exist for this role.		
SERVICE OUTCOME	A store that controls its stock levels while ensuring essential stock and consumables are available when required and that special requirements are dealt with promptly so as to minimise lost time.		
PERFORMANCE INDICATORS	While the stores function is delivered in accordance with Council directions there is limited quantifiable KPI work undertaken. It is proposed as part of the Program Review to develop these KPI for future use in delivery. While limited KPI currently exist future KPI could include stock carried, response times to non stock delivery, value of inventory held, number of request filled from stock and delays in operations due to stock unavailability.		
CUSTOMER EXPECTATIONS / ENQUIRIES	That the service will be efficient and that it will carry the necessary stock to allow efficient operations to be maintained.		
LEGISLATION	Local Government Act (1999)		

Business Support			
Summary Operational Service Levels			
SERVICE SECTION	Compressed Natural Gas		
SERVICE AREA	Compressed Natural Gas		
SERVICE AREA FTE's	0.00		
BUDGET	Description	2014-15	2015-16
	Internal Income	-\$ 64,400.00	-\$ 58,800.00
	Contractual Services	\$ 8,500.00	\$ 8,500.00
	Materials	\$ 32,000.00	\$ 32,000.00
	Depreciation	\$ 14,000.00	\$ 14,000.00
	Other Expenses	\$ 9,900.00	\$ 4,300.00
	Total Budget	\$ -	\$ -
SERVICE METHOD	delivered in-house but supplied from external supplier and has no labour attached to it.		
STRATEGIC LINKAGES	2.2 To reduce corporate carbon emissions via mitigation as well as optimisation of renewable energy. 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		
POLICIES, PLANS & STRATEGIES	City of Salisbury City Plan 2020 City of Salisbury Carbon Management Plan City of Salisbury Asset Management Plan		
ASSETS SERVICED	Part of Council heavy vehicle fleet		
DESCRIPTION OF SERVICE	Provision of a low carbon emission fuel from the Operations Centre to supply some heavy vehicles.		
SERVICE STANDARDS	Australian Design Rules (2011) Australian Standards 5092 (2009) Gas Act (2000) Australian Standards 2739 (1992)		
SERVICE OUTCOME	A source of clean and efficient fuel for the heavy vehicle fleet at the Operations Centre.		
PERFORMANCE INDICATORS	Co ² emissions saved Cost benefit of capital outlay vs savings and environmental benefit		
CUSTOMER EXPECTATIONS / ENQUIRIES	There is no customer expectations associated with this supply other than availability. Providing a source of fuel is available that is efficient and cost effective any fuel could be used.		
LEGISLATION	Australian Design Rules Motor Vehicle Standards Act (1989)		