



AGENDA

**FOR PROGRAM REVIEW SUB COMMITTEE MEETING TO BE HELD ON
8 AUGUST 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 11 July 2016.

REPORTS

PRSC1 Program Review Brief - Economic Development & Urban Policy 5

OTHER BUSINESS

CONFIDENTIAL ITEMS**PRSC2 Presentation - Preliminary Findings of Program Review for Waste Transfer Station**

Pursuant to section 83(5) of the *Local Government Act 1999* the Chief Executive Officer has indicated that, if Council so determines, this matter may be considered in confidence under Part 3 of the *Local Government Act 1999* on that grounds that:

1. Pursuant to Section 90(2) and (3)(b)(i) and (b)(ii) and (d)(i) and (d)(ii) of the *Local Government Act 1999*, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:
 - it relates to information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and
 - information the disclosure of which would, on balance, be contrary to the public interest; and
 - commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
 - commercial information of a confidential nature (not being a trade secret) the disclosure of which would, on balance, be contrary to the public interest.
2. In weighing up the factors related to disclosure,
 - disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations
 - disclosure of this information in advance of a decision as to which course of action Council would prefer to take could compromise Council's commercial position in relation to ongoing operation of the Waste Transfer Station.

*On that basis the public's interest is best served by not disclosing the **Presentation - Preliminary Findings of Program Review for Waste Transfer Station** item and discussion at this point in time.*
3. Pursuant to Section 90(2) of the *Local Government Act 1999* it is recommended the Council orders that all members of the public, except staff of the City of Salisbury on duty in attendance, be excluded from attendance at the meeting for this Agenda Item.

CLOSE



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

11 JULY 2016

MEMBERS PRESENT

Cr R Zahra (Chairman)
Cr D Bryant
Cr G Caruso
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 Infrastructure, Mr M van der Pennen
Manager Governance, Ms T Norman

The meeting commenced at 7.34pm.

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

APOLOGIES

Apologies were received from Mayor G Aldridge and Cr S Bedford.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr B Vermeer
Seconded Cr G Caruso

The Minutes of the Program Review Sub Committee Meeting held on 09 May 2016, be taken and read as confirmed.

CARRIED

REPORTS

PRSC1 Parks & Landscape and Civil Services Program Review - Update and Implementation Plan

Moved Cr B Vermeer
Seconded Cr E Gill

1. The information be received.

CARRIED

PRSC2 Contracts & Procurement Program Review Outcome

Moved Cr G Caruso
Seconded Cr B Vermeer

1. This report and the BRS Report – Procurement and Contract Review (as set out in Attachment 1, Item No. PRSC2, Program Review Sub Committee, 11/07/2016) be received and noted.
2. The management responses as set out in Attachment 2 (Item No. PRSC2, Program Review Sub Committee, 11/07/2016) be noted, and the Executive Group monitor implementation of the actions as required.

CARRIED

OTHER BUSINESS

Nil

CLOSE

The meeting closed at 7.57pm.

CHAIRMAN.....

DATE.....

ITEM	PRSC1
	PROGRAM REVIEW SUB COMMITTEE
DATE	08 August 2016
HEADING	Program Review Brief - Economic Development & Urban Policy
AUTHOR	Greg Ratsch, Manager Economic Development & Urban Policy, City Development
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 and supporting documentation provides details of the current operation of the Economic Development & Urban Policy Division and a proposed project brief to undertake a review of the Division under the Program Review Framework. Endorsement of the brief is sought to commence the review.

RECOMMENDATION

1. The information be received.
2. The Economic Development & Urban Policy Program Review Project Brief and Background Paper as set out in Attachment 1 and 2 to this report be endorsed.

ATTACHMENTS

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

1. Draft Economic Development & Urban Policy Division Program Review Brief
2. Economic Development & Urban Policy Background Paper

1. BACKGROUND

- 1.1 As part of the Business Improvement Framework, Council has endorsed a comprehensive review of service delivery options and levels for all Council programs and services. This is intended to ensure that programs and services are delivered through the best use of resources while ensuring the organisation is positioned to respond to current and future operating environments.
- 1.2 The review of the Economic Development & Urban Policy Division will consider the current level of service provision to ensure that the services align with the organisation's strategic directions, deliver sound outcomes in the areas of economic development and urban policy for the benefit of the community, end users and the organisation and consider its responsiveness to a changing external environment.

- 1.3 Refer the attached Program Review Brief and Background Paper for further background information.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 General Manager, City Development

2.2 External

- 2.2.1 Nil

3. REPORT

- 3.1 The Economic Development & Urban Policy Division is responsible for various functions including:

- Statutory land planning;
- Strategic planning functions relating to land use, climate adaptation, social infrastructure, community safety and the City Plan;
- Business advisory services including general business advice, workshops and digital economy services; and
- Economic development programs including investment attraction, international trade, green industries, manufacturing and industry engagement.

- 3.2 The objectives of the review are to:

- Clarify the role and function of the Urban Policy team within the overall framework for developing strategy and policy within the organisation and leading strategic thinking;
- Review the model for delivering economic development programs given changing regional structures, funding arrangements and changes in the business environment; and
- Identify opportunities to improve organisational responsiveness to economic development and urban policy projects.

- 3.3 The program review deliverables are to ensure services align with strategic directions of Council and include:

- A review and assessment of the current model, service activity, outcomes and strategic alignment;
- Identification of external and internal factors likely to influence the demand for services and how they are delivered;
- Identification of linkages with other parts of Council;
- 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 appropriately and effectively delivered by the EDUP Division;
- Identification and assessment of options to optimise service delivery; and
- Recommendation of a preferred option in relation to systems and processes, structure and resources, Divisional skills profile, business model and outcomes measurement.

- 3.4 It is anticipated that the program review will be completed by the end of December 2016 and will inform the decision whether to renew the Polaris Centre lease in Innovation House which expires on 2 April 2017.
- 3.5 Staff within the Economic Development & Urban Policy Division have been briefed on the review, and will continue to be engaged throughout the process. While the review will be largely completed with in-house resources external organisations will be utilised to undertake a survey of client satisfaction and to peer review the findings and recommendations.

4. CONCLUSION / PROPOSAL

- 4.1 The review of the Economic Development & Urban Policy Division is part of the overall program review initiative currently being implemented across Council to ensure delivery of efficient and effective services.
- 4.2 It is anticipated that the review will be completed by the end of 2016.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 02.08.16

Name:	Program Review – Economic Development & Urban Policy
Number:	
Project Sponsor:	Terry Sutcliffe, General Manager City Development
Project Leader:	Greg Ratsch, Manager Economic Development & Urban Policy
Project Team Members	

1. Scope:

The review will consider the current scope and delivery of services by the Economic Development & Urban Policy Division to ensure the Division aligns with the organisation's strategic objectives and that the suite of services offered are suitably responsive to economic changes and policy directions.

It will consider in an integrated manner the business support services provided through the Polaris Business and Innovation Centre, Council's broader economic development functions, land use planning functions, and strategic, policy and research functions delivered by the Division. These considerations will be informed by:

- Community and business expectations;
- Input by key stakeholders;
- Efficiency and effectiveness of existing services; and
- Council's role as a service provider in changing market/policy/funding environment.

2. Objectives

The high level objectives of the program review are to:

- clarify the role and function of the Urban Policy team within the overall framework for developing strategy and policy within the organisation and leading strategic thinking;
- review the model for delivering economic development programs given changing regional structures, funding arrangements and changes in the business environment; and
- identify opportunities to improve organisational responsiveness to economic development and urban policy projects

Program Deliverables:

The program deliverables are:

- a review and assessment of the current model, service activity, outcomes and strategic alignment
- identification of external and internal factors likely to influence the demand for services and how they are delivered
- identification of linkages with other parts of Council
- 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 appropriately and effectively delivered by the EDUP Division.
- identification and assessment of options to optimise service delivery
- recommendation of a preferred option in relation to systems and processes, structure and resources, Divisional skills profile, business model and measurement

Project Management Deliverables:**Stage 1: Measure the current state**

This stage will involve a review and assessment of the current model, service activity, outcomes and alignment with Council's strategic directions.

Resourcing: Client Satisfaction Survey (external provider)
Manager Economic Development & Urban Policy

Timing: September 2016

Stage 2: Assessment of factors (external and internal) influencing service delivery and demand

This stage will examine the impact of internal and external factors on service delivery and demand. This will include, but not be limited to:

- changes in government policy relating to planning, implementation of the 30 Year Plan for Greater Adelaide, Northern Economic Plan and approaches to supporting business activity;
- the businesses environment including impact of closure of the automotive sector, persistently high regional unemployment, development of precinct-scale projects such as the Northern Adelaide Food Park and Land Combat Systems Precinct and private sector investment decisions; and
- internal directions of Council as outlined in the City Plan

Resourcing: Manager Economic Development & Urban Policy

Timing: September 2016

Stage 3: Identification of and prioritisation of options

Identification, assessment and prioritisation of alternative business models, service delivery options and/or opportunities to enhance service delivery. This will include identification of a preferred option.

Resourcing: Manager Economic Development & Urban Policy

Timing: October-November 2016

3. Governance (include if known)

Project Sponsor:	General Manager City Development
Project Manager:	Manager, Economic Development & Urban Policy
Project Team:	Manager Community Capacity and Learning; Manager Development Services; Manager People and Culture.
Assurance:	Reporting via Executive Group & Program Review Sub-Committee to Council
Specialist Assistance:	Customer satisfaction survey & peer review
Internal Consultation	Consultation will occur with key staff and teams through the program review process

4. Approach

Following endorsement of the Program Review Brief and Discussion Paper by the Program Review Sub-Committee, the project will largely be undertaken by internal staff, principally the Manager Economic Development & Urban Policy. Resources to support the Manager in the review will be engaged as required from within the Program Review Budget.

A business satisfaction survey will be undertaken as part of the process and this will be contracted out to an independent researcher. It is proposed that McGregor Tan undertake this work given they have conducted a client satisfaction survey for the Polaris Centre for the past three years and a market approach was made within the last eighteen months for which McGregor Tan were successful.

It is proposed that individual discussions be held with 10-15 business leaders, key government bureaucrats and development sector representatives as part of the process.

Given the Review is proposed to be undertaken internally, a peer review process has been built into the timeline to test the findings and recommendations (it is planned that this occur in late October/early November).

5. Communications

A Communications Plan will be developed.

6. Resources:

Budget: \$10k for business satisfaction survey, approximately \$5k for peer review and resources to support the Manager in the review to be funded from the Program Review budget.

Total CoS hours: 16-20 hours per week for 10 weeks.

Assumptions: Manager Economic Development & Urban Policy will allocate two days per week over the review period to conduct the review.

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

- 26 July 2016: Approval of Program Review Brief by Executive Group
- 9 August 2016: Approval of Program Review Brief by PRSC
- 23 August 2016: Approval of Program Review Brief by Council
- 11 October 2016: Progress Report provided to PRSC
- 15 November 2016 : Draft final report provided to Executive Group for consideration
- 6 December 2016: Final report and recommendations presented to PRSC
- 19 December 2016: Council consideration and endorsement of review recommendations

8. Constraints and Risks

Internal resource availability. Due to the nature of ongoing work and emerging operational demands, the ability of the Manager Economic Development and Urban Policy is prevented from allocating two days per week to the work.

Availability of data from within existing reporting and client management systems

Access to and availability of key business people and government decision makers.

(The above risks potentially impact upon timing of delivery of the Review)

9. Background

Refer to Attached Background Paper

Program Review Brief Sign-Off

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

Program Review
Economic Development & Urban Policy
Background Paper
August 2016

Introduction

The Economic Development & Urban Policy Division is responsible for providing a range of business support, investment attraction, land use policy and strategic planning services for the City of Salisbury

Corporate Context

Economic Development & Urban Policy is a lead Division for the following objectives in Council's City Plan:

- Have well planned growth that stimulates investment and facilitates greater housing and employment choice
- Be the place of choice for businesses to invest and grow within South Australia, nationally and internationally
- Have a thriving business sector that supports community wellbeing, is globally oriented and creates employment opportunities

The Division also plays a strong supporting role in the following objectives:

- Have a community with the skills, knowledge and agility to participate in a rapidly changing economy
- Capture economic opportunities arising from sustainable management of natural environmental resources, changing climate, emerging policy directions and consumer demands
- To have sustainable and resilient natural environments that support biodiversity and contribute to quality amenity.
- Have urban and natural spaces that are adaptive to future changes in climate.
- Be an adaptive community that embraces change and opportunities
- Be a connected city where all people have the opportunity to participate
- Be a proud, accessible and welcoming community
- Strengthen partnerships that enable us to better address our community priorities
- Embed long term thinking, planning and innovation across the organisation

Critical actions that the Division has a lead or supporting role include:

- Progress the revitalisation of the Salisbury City Centre
- Develop Salisbury Oval as an integrated recreation and residential precinct
- Unlock opportunities arising from the construction of the Northern Connector
- Maximise future urban development opportunities at the Dry Creek Salt Pans
- Reposition and further develop Technology Park to be the centre for innovation-led economic growth in northern Adelaide, in conjunction with the UniSA Campus

- Enhance the Polaris Centre’s ability to support industry development (including food processing and green industries), international trade, entrepreneurship and engage meaningfully with business
- Planning for adaptation to future changes in climate through the resourcing and implementation of the Adapting Northern Adelaide Plan
- Promote a positive image of Salisbury to attract investment, visitors and tourists
- Review and update the Learning Strategy
- Further our reputation as a business friendly Council by reforming our processes and how we work with business in the city
- Better use our data and the research of others to support evidence-based decision-making and policy

2016-17 Annual Business Plan

Council has funded the Division to provide the following in 2016-17.

Economic Development	
Services	Service Level
Support people considering starting a business or who are already in business by providing information, advice, workshops & mentoring	<ul style="list-style-type: none"> • Support & training to more than 500 businesses. • Mentoring to more than 40 businesses. • Advice & information on starting a business to more than 150 people. • At least ten firms diversifying into international markets.
Actively promote Salisbury as an investment location of choice	<ul style="list-style-type: none"> • Direct targeting of business investment in food & beverage manufacturing, resources, logistics and knowledge service sectors.
Work with firms to capture opportunities in the digital economy, work with NBN Co to capture opportunities arising from the NBN rollout and support digital entrepreneurs	<ul style="list-style-type: none"> • Provide digital economy training and information to more than 150 businesses.
Provide economic input and advice to Council and external bodies	<ul style="list-style-type: none"> • Provide substantial input into the 30 Year Plan for Greater Adelaide review and responses to industry closure and restructuring.
Develop Northern Economic Leaders into an influential business voice for northern Adelaide	<ul style="list-style-type: none"> • Increase the membership and reach of NEL
Assist firms to create competitive advantage by supporting them to develop or adopt innovative processes, services and products	<ul style="list-style-type: none"> • Further develop the Polaris Centre as the hub for business innovation in northern Adelaide. • Scope potential to develop a green industries sector in northern Adelaide
Salisbury City Centre	<ul style="list-style-type: none"> • Progress the Salisbury City Centre Revitalisation Project
Coordinate development of relationship with Linyi and assist firms to identify trade and investment opportunities	<ul style="list-style-type: none"> • Progress Council’s relationship with Linyi City • Implement China Action Plan

Urban Policy	
Services	Service Level
Research and develop policies in relation to land use planning, social infrastructure, transport, city safety, environmental sustainability and industry growth.	<ul style="list-style-type: none"> • Develop structure plan for Northern Connector road corridor incorporating the Dry Creek Saltfields & identifying future development opportunities • Develop green economy concept • Commence precinct planning for those areas likely to experience population growth • Review changing housing needs • Review sustainability & climate change plan • Monitor implementation of City Plan and report on city indicators • Implement Climate Change Adaptation Plan • Develop place making/management framework for the City
Development Policy Planning	<ul style="list-style-type: none"> • Complete the Mawson Lakes DPA, Waterloo Corner Road DPA, Direk (Rural Aircraft Noise) DPA & Salisbury City Centre DPA. • Continue to provide input on State Government planning reform as required • Investigate Residential Infill DPA • Investigate need for Northern Connector Corridor DPA in conjunction with DPTI.

Contractual Obligations

The Division is responsible for delivering various externally funded contracts including:

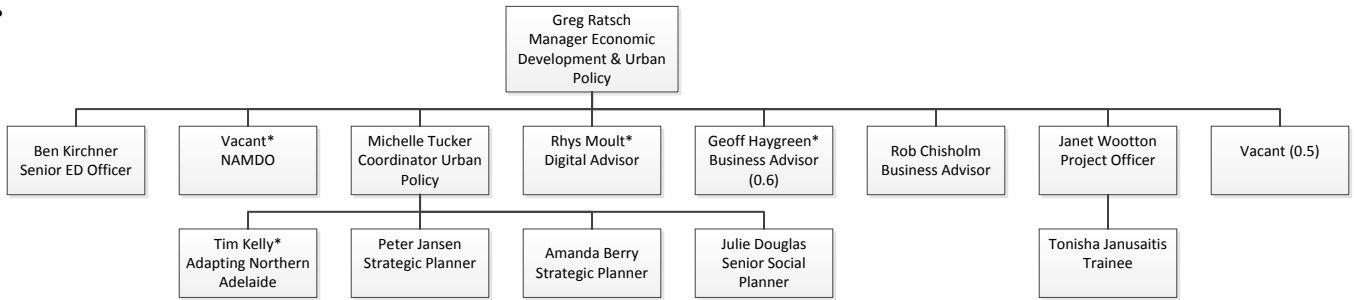
Contract	Deliverables
Playford Business Services	<ul style="list-style-type: none"> • 240 business contacted by phone/email • 100 short meetings per annum • 140 two hour meetings per annum • 6 workshops in the City of Playford
Digital Growth Program	<ul style="list-style-type: none"> • 80 Digital Start clients • 100 Digital Audit clients • 25 Digital mentoring clients • 12 Digital Innovator clients • 3 Digital Horizon events
Manufacturing Development	<ul style="list-style-type: none"> • Identify industry challenges and opportunities. • Link firms to appropriate expertise (including universities). • Link firms with <i>Manufacturing Works</i> programs. • Case manage manufacturing firms (approx. 30 at any one time) • Visit manufacturers not previously contacted (approx. 100 firms)

In regard to external funding

- The City of Playford provides \$78k to provide business advisory services into Playford. The funding agreement expires on 30 June 2018.
- The Department of State Development provides \$100k per annum to provide digital economy advice and programs. The funding agreement expires on 31 December 2018.
- The Manufacturing Development Officer is funded by the Department of State Development (\$50k), University of SA (\$20k), City of Playford (\$15k) and City of Salisbury (\$15k). The current agreement expires on 31 October 2016. The University of SA and DSD have indicated in principle agreement to continue funding that position.

Structure & Staffing

The Division, consisting of 13 staff, is part of the City Development Department. Four positions are either partially or fully funded by external bodies. The structure of the Division currently has most staff reporting to the Manager Economic Development and Urban Policy. Consequently management focus tends to be directed towards operational issues relating to the economic development program.



* denotes an externally funded position

Operating Budget

Divisional budget for 2016-17 is \$1.95 million of which \$420k comes from external sources. At a program level the budget is divided as follows:

Program	Expense	External Funding	Other Income	Council Funding
Management and Administration	\$ 786,150	\$ -	-\$ 16,000	\$ 770,150
Adapting Northern Adelaide	\$ 120,000	-\$ 60,000	\$ -	\$ 60,000
Playford Business Services	\$ 79,300	-\$ 79,300	\$ -	\$ -
Strategic Planning	\$ 293,100	\$ -	\$ -	\$ 293,100
Policy Planning	\$ 268,950	\$ -	\$ -	\$ 268,950
International Business Growth	\$ 36,000	\$ -	\$ -	\$ 36,000
Innovation to Business	\$ 49,700	\$ -	\$ -	\$ 49,700
Business Advisory	\$ 141,400	\$ -	-\$ 63,900	\$ 77,500
Digital Growth	\$ 115,500	-\$ 115,500	\$ -	\$ -
TOTAL	\$ 1,890,100	-\$ 254,800	-\$ 79,900	\$ 1,555,400

Key items in the Management & Administration budget line includes \$132k as contribution to the Northern Economic Plan, \$181k for lease of Polaris Business and innovation Centre space in Innovation House and \$299k for salaries.

Council also seeks to recover a portion of delivery costs for business advisory services. In 2016-17 this includes \$10.6k for room hire, \$40.7k for mentoring and \$12.6k for workshops and events. Overall in terms of expense categories, the Division's budget is allocated as follows:

	Expense	External Funding	Other Income	Council Funding
Wages & Salaries	\$ 1,275,300	-\$ 139,300	\$ -	\$ 1,136,000
Contractual Services	\$ 204,800	\$ -	\$ -	\$ 204,800
Materials	\$ 31,850	\$ -	\$ -	\$ 31,850
Other Expenses	\$ 175,950	\$ -	\$ -	\$ 175,950
Internal Expenses	\$ 21,500	\$ -	\$ -	\$ 21,500
Accommodation	\$ 180,700	\$ -	-\$ 16,000	\$ 164,700
User Charges	\$ -	\$ -	-\$ 63,900	-\$ 63,900
Operating Grants and Subsidies	\$ -	-\$ 200,000	\$ -	-\$ 200,000
Anticipated Carry Forward for Multi-Year Grant	\$ -	\$ 84,500	\$ -	\$ 84,500
TOTAL	\$ 1,890,100	-\$ 254,800	-\$ 79,900	\$ 1,555,400

Linkages with Other Parts of Council

The Division link with other parts of the organisation so the City of Salisbury can effectively and efficiently deliver on its City Plan. These areas include:

- Development Assessment –planning advice and investment attraction
- Strategic Development Projects – DPAs, Salisbury City Centre, Community Hub
- Community Development – learning programs, libraries, community centres, open space planning, community health & wellbeing
- Finance – contract management, grant acquittals and business planning
- Marketing – Makes Good Business Sense, Salisbury City Centre, NEL.
- Water Unit – waste to energy, investment attraction
- City Infrastructure – road upgrades, traffic, property, climate change adaptation, stormwater management/flooding, biodiversity , carbon management projects
- Strategic Relations Infrastructure – Northern Connector, Dry Creek Salt Fields, Greater Edinburgh Parks
- Procurement – local industry participation
- Governance – services to Elected Members
- Executive Group – policy development, reporting and strategic input

Opportunities and Challenges

The coming period presents a series of challenges and opportunities for the Economic Development and Urban Policy Division. Externally the looming closure of Holden, construction of the Northern Connector, the Land 400 bid, development of the Food Park, potential residential development at Dry Creek, the implementation of planning reforms and the Northern Economic Plan as well as above average unemployment rates are major issues of concern/opportunity for the Division.

The formation of the Economic Development and Urban Policy Division was underpinned by a recognition that jobs and the health of Salisbury's economy are critically important for our community. It brought together the part of Council that hold the policy planning levers that unlock growth opportunities and the part of Council that actively works with businesses and investors to realise new opportunities.

Since the start of 2015-16, staff based at the Polaris Business and Innovation Centre, among other things:

- Provided information, support and advice to over 1,100 firms and 192 business intenders;
- Completed, or substantially completed Saints Road, Globe Derby, Mawson Lakes, Main Roads and Salisbury City Centre DPAs;
- Worked with firms employing around 550 people to relocate into Salisbury as well as providing input and support to progress the State Government's Food Park at Parafield and Land Combat Vehicles Precinct at Edinburgh;
- Worked with the Salisbury and Elizabeth Rotary Clubs to develop one of South Australia's largest regular business breakfasts attracting up to 170 attendees each month;
- Delivered information sessions in GM Holden's Transition Centre to staff that will be affected by the closure of the automotive sector and mentored workers considering starting a business;
- Developed and launched Council's updated Makes Good Business Sense investment prospectus;
- Progressed the regional expansion of Northern Economic Leaders;
- Completed City Plan 2030, Adapting Northern Adelaide and the Salisbury City Centre Urban Design Framework as well as largely completing the Growth Action Plan;
- Laid the foundation for international trade and investment through a China Action Plan, hosted two delegations from China and formalised a Friendship City Agreement between Salisbury and Linyi City;
- Acted as a liaison point between NBN Co and Council in the rollout of the National Broadband Network; and
- Provided advice and policy input on matters including the Northern Economic Plan, Automotive Transformation Taskforce, Thirty Year Plan for Greater Adelaide, planning reform agenda, review of State Innovation Systems, Centres DPA and future use options for Technology Park.

The completion, in large measure, of Council's current DPA program necessitates a rethink on the balance between strategic planning and statutory planning functions. This is likely to be compounded by the increasing trend of the State Government to centralise policy development and standardise policy across the state. However potential DPA work will arise from privately funded DPAs and potential rezoning of the corridor between the Northern Connector and Port Wakefield Road as well as the Dry Creek Saltfields. Complementing this, an opportunity arising from systematically realising the development potential afforded by recently completed DPAs such as Salisbury City Centre, Saints Road and Main Roads exists.

From a strategic planning perspective, the City Plan has now been endorsed however there remains a requirement to monitor its implementation, track city progress and progress action plans that may be required to support its implementation. This has direct links to Council's corporate planning function. The finalisation of the Growth Action Plan will provide a range of work related to precinct planning in growth areas as well as a heightened approach to the activation and usage of

employment lands. Social planning roles are scattered across Council. An opportunity exists to recast the Division's social planning function to one which combines the economic/infrastructure elements of social planning (ie social infrastructure, safety, jobs and employment) as well as general research and city performance monitoring, Responsibility for driving a strong research agenda that highlights to Council and Executive changing trends, emerging opportunities, new practices in middle ring Council development and implications of policy decisions is unclear and this Division is well placed to provide that service.

There is a need to better identify and drive partnerships that deliver benefits to our community. This includes redefining the Polaris partnership with the University of South Australia, more meaningful engagement with State Government agencies, political engagement at a State and Commonwealth level, building on our emerging relationship with Linyi, creating a working relationship with the implementation structure for the Northern Economic Plan and redefining the way in which Council interacts with business. Addressing this will require a better understanding of how regional initiatives are led and resourced. Currently the Division is leading the small business and NEL regional agendas, but there is no offsetting incoming resources to support these regional roles.

The model used for the delivery of business support services has remained relatively unchanged for more than five years. The current model is based on sustaining the Polaris Centre as a delivery point for small business services with a revenue component. This provides a tension between working with firms who are prepared to pay for services and those who aren't but help Council achieves its objectives in relation to job creation, industry growth and international trade.

The Division is leading the progression of Council's business friendly agenda in response to Council's resolution earlier this year *"for staff to undertake a review of Council policies and interactions with businesses to ensure that, wherever possible, Council policies and practices stimulate and support local business growth, employment creation and the attraction of new businesses to the local area."*

The business model for small business services is based on an approach containing several elements – services are provided to businesses no matter where they are located; some free service is provided but ongoing support requires participation in fee for service activities and while information and advice is given to many firms, only a small number of firms are provided with intensive support (and this is largely based on their willingness to pay). It is possible that better targeting of clients might better achieve the progression of Council's Prosperous City objectives. The Polaris business model was also based on co-location of service providers to deliver services on a regional scale. Given changes to funding (such as Innovate SA funding not being renewed) and strategy (such as UniSA restructuring) the co-location model has not been able to be sustained. Likewise, while Polaris has developed a regional scale, that scale has not translated into increased external funding or resources support for service delivery. Indeed, Commonwealth funding to local government for business support purposes has now diminished as a result of the Williams High Court Case. This, combined with changing state government agendas, the development of the Stretton Centre and other service providers and the role of the Northern Economic Plan necessitates a review of strategy and the Polaris Centre's role within a regional approach.

Anecdotally, awareness of the Polaris Centre is quite low, however increasing the level of usage of business support services may be difficult to sustain. However satisfaction of users is high. Each year Council commissions an externally-delivered client satisfaction survey of the Polaris Business and Innovation Centre's business support services. Headline figures from the 2015 survey undertaken by McGregor Tan Research were:

- 100% of clients satisfied with digital economy advisory services
- 96% of clients willing to refer Polaris to other businesses
- 95% of clients satisfied with workshops for business intenders
- 93% of clients satisfied with professionalism of overall service
- 93% of clients satisfied with the quality of advice and information
- 88% of clients able to apply information and advice to their business
- 69% of clients confident about their business prospects in the next twelve months (compared to 35% for whole of State (Sensis business survey))

It is intended to update this survey as part of the program review process.

The recent visit to Linyi and Council's interest in progressing an international trade agenda will add a significant workload to the Division but provides opportunity to develop new-market pathways for Polaris clients. It will also require more structured approaches with other Councils regarding international engagement. The development of a Tourism Sub Committee by Council will also add to Divisional resource commitments in servicing that committee and implementing business development actions contained in the Tourism Action Plan. This adds to the additional workload following Council's adoption of the China Action Plan in 2015-16.

In terms of process efficiencies, there is a need to review the systems supporting the work of the Division to consider the extent to which they support the trend towards more mobility, interaction with specific clients being spread across several staff (reflecting the strengths of those staff) and meeting legal and legislative requirements in relation to client data and record management. There is a question regarding the extent to which the external facing technology functions should reflect business best practice given one of the Division's role is to work with businesses to improve the application of technology to their businesses.

The program review has been brought forward, in part, to provide some guidance on future accommodation options for the Division (given the current lease of the Polaris Centre expires in April 2017). If a move is to be made, there are likely to be significant project management implications during the first part of 2017, however the findings of the review would likely inform location and space requirements.