



AGENDA

**FOR PROGRAM REVIEW SUB COMMITTEE MEETING TO BE HELD ON
12 SEPTEMBER 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 C Buchanan
Cr G Caruso
Cr L Caruso
Cr E Gill (Deputy Chairman)
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 08 August 2016.

REPORTS

PRSC1 Public and Environmental Health Services Program Review Outcome 7
PRSC2 Financial Services Program Review Brief and Background Paper 95

OTHER BUSINESS

CLOSE



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

8 AUGUST 2016

MEMBERS PRESENT

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

OBSERVERS

Cr D Balaza

STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Infrastructure, Mr M van der Pennen
General Manager City Development, Mr T Sutcliffe
Manager Governance, Ms T Norman
Manager Civil and Waste, Mr L Thomas
Manager Economic Development and Urban Policy, Mr G Ratsch

The meeting commenced at 6:56pm.

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

APOLOGIES

An apology was received from Cr B Vermeer.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr L Caruso
Seconded Cr G Caruso

The Minutes of the Program Review Sub Committee Meeting held on 11 July 2016, be taken and read as confirmed.

CARRIED

REPORTS

PRSC1 Program Review Brief - Economic Development & Urban Policy

Cr D Bryant declared a perceived conflict of interest due to a client tendering for a project as part of the Northern Economic Plan and determined to manage the conflict by remaining in the room, considering the information presented, but not voting in relation to the item.

Moved Cr G Caruso
Seconded Mayor G Aldridge

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.

CARRIED

*The majority of members voted IN FAVOUR of the item.
Cr Bryant DID NOT VOTE in relation to the item.*

OTHER BUSINESS

Nil

CONFIDENTIAL ITEMS

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

Moved Mayor G Aldridge
Seconded Cr L Caruso

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.*

CARRIED

The meeting moved into confidence at 7:02 pm.

PRESENTATION

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

Moved Mayor G Aldridge
Seconded Cr G Caruso

1. The information be received
2. Pursuant to Section 91(7) of the Local Government Act 1999, it is recommended that the presentation and discussion, remain confidential and not available for public inspection until 8 August 2019.
3. The Chief Executive Officer is authorised to determine matters contained within the presentation and discussion that must be communicated with staff on a confidential basis in order to ensure industrial obligations are met, or consult with other parties impacted by changes to service levels.
4. Pursuant to Section 91(9)(c) of the Local Government Act 1999, the power to revoke the order under Section 91(7)(a)&(b) prior to any review or as a result of any review is delegated to the Chief Executive Officer.

CARRIED

CLOSE

The meeting moved out of confidence and closed at 8:00pm.

CHAIRMAN.....

DATE.....

ITEM	PRSC1
	PROGRAM REVIEW SUB COMMITTEE
DATE	12 September 2016
HEADING	Public and Environmental Health Services Program Review Outcome
AUTHOR	John Darzanos, Manager Environmental Health & Safety, 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	This report provides an update of the program review into Public and Environmental Health Services and seeks consideration and noting of the recommendations to be implemented.

RECOMMENDATION

1. The information be received.
2. The Healthy Environs Report – Program Review Public and Environmental Health (as set out in Attachment 1, Item No. PRSC1, Program Review Sub Committee, 12/09/2016) be received and noted.
3. That the recommendations and Management responses as contained in Attachment 3 Public and Environmental Health Program Review - Strategic Recommendations and Improvement Opportunities be endorsed, and the Executive Group monitor the implementation of the actions, as required.

ATTACHMENTS

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

1. Healthy Environs Report - Program Review Public and Environmental Health Services
2. Public and Environmental Health Services Background paper
3. Program Review - Strategic Recommendations and Improvement Opportunities

1. BACKGROUND

- 1.1 At its meeting on 8 February 2016 the Program Review Sub-Committee endorsed the Public and Environmental Health Services (PEHS) Program Review Brief and Background Paper, and a select tender process was subsequently undertaken to engage consultants to assist with the review.
- 1.2 Healthy Environs were subsequently engaged to conduct the review, and provided preliminary information on the outcomes via the Program Review Brief and Tender papers.
- 1.3 Attachment 1 provides the final report from Healthy Environs outlining the findings and preliminary recommendations from the program review, for consideration and feedback from the sub-committee.
- 1.4 The original background paper considered by the sub-committee in February 2016 is included as Attachment 2 for information.

2. CONSULTATION / COMMUNICATION**2.1 Internal**

Consultation with staff and other Departments was undertaken during the course of the review. This included discussions with representatives of other Council Divisions that interface or interdepend on the PEHS, and included representatives from Development Services, Economic Development, Urban Planning and Community Development and Vitality.

2.2 External

- 2.2.1 External agencies were also consulted as part of the review and the outcomes reported in the draft report and this included benchmarking of priority service metrics against four metropolitan Adelaide Councils.

3. REPORT

- 3.1 The attached report from Healthy Environs details that PEHS is responsible for the administration of public health legislation and monitoring of a number of key environmental functions, ensuring that community health and wellbeing is being maintained and enhanced. The Division undertakes a wide variety of regulatory, educational and service provision functions which for the purposes of the review were classified into six main areas.
 - Food Safety
 - Public and Environmental Health
 - Immunisation
 - Supported Residential Facilities
 - Key Projects (Mosquito Control)
 - External Services (services provided to Roxby Downs Council)

- 3.2 The review methodology involved three stages,
- Assessing current state of services and mapping current service processes and standards in consultation with the PEHS team.
 - Reviewing alternative service models through Council benchmarking and scoping opportunities for improvement through workshops with PEHS staff.
 - Reporting on service model alternatives and enhancements.
- 3.3 The key findings from the review across the six areas are summarised as follows.

3.4 Food Safety

- 3.4.1 The PEHS staff are authorised under the Food Act 2001 and Food Safety Standards, and administer and enforce the legislated responsibilities required of Council as per the Memorandum of Understanding established between SA Health and the LGA.
- 3.4.2 The PEHS are sufficiently meeting the food premise inspection volume required per annum, based on the risk classification of food premises in the Council area. The PEHS has adopted the SA Health Food Business Risk Classification system to determine food business risk categories and required inspection frequencies. Food premises inspections are subject to Inspection fees which assist in cost recovery for this service.
- 3.4.3 The development of a Statewide Food Safety Rating Scheme has also been a key priority and the City of Salisbury has been pro-actively involved in piloting and implementing the voluntary rating scheme with 247 local businesses now involved. It's noted that the State Government aims to increase the number of Councils participating in the scheme and capture over fifty percent of high-risk businesses in the State.
- 3.4.4 The food safety rating scheme is an alternate option to undertake inspections, fulfills Council's legislated responsibility and provides businesses with encouragement to comply with standards and display their achievements with a 3 -5 star rating sticker. Inspection fees are still applicable for the rating inspections as they assess the premises against Food Safety Standards.
- 3.4.5 The team has adopted standard templates (letters, notices, reports) for inspections to maximise their efficiency in correspondence follow-up to inspections and food audit reporting. Weekly team meetings allow for team assessment, peer review and support for decision on enforcement.
- 3.4.6 The team is also transitioning to electronic mobile inspection technology to further improve efficiency of inspection follow-up and record-keeping.
- 3.4.7 With three (3) qualified food auditors, the team offers a depth of experience in food safety and risk assessment and the PEHS provides food premise auditing service for businesses that serve food to vulnerable populations, as required under the Food Safety Standard 3.3.1. These predominantly involve aged care and child care facilities in the Council area. Whilst the training and examination process for EHOs is extensive, this investment in EHO skillsets has enhanced the team's capability in food safety and risk assessment. It also provides a valuable service to this food business sector. Food Auditing is a true cost recovery service with fees set \$182 per hour for on site audits.

3.5 Public and Environmental Health

- 3.5.1 The PEHS are authorised under a range of Acts to respond to public health and environmental matters including the:
- South Australian Public Health Act 2011
 - Environment Protection Act 1993 (for action under the water Protection Policy)
 - Local Government Act 1999
 - Safe Drinking Water Act 2011
 - Supported Residential Facilities Act 1992
- 3.5.2 Public health activities within the Division are diverse and include: scheduled inspections, permitting and licensing and response to customer requests. The PEHS is meeting the expected frequency of scheduled inspections under the SA Public Health Act 2011. The Division has responded well to the introduction of the SA Public Health Act 2011 and regulations developed under the Act. The Division has participated in professional networks and forums to keep informed of regulation and policy developments.
- 3.5.3 The PEHS has adopted standard templates (letters, notices, reports) for inspections to maximise their efficiency in correspondence follow-up to inspections and reporting. Weekly team meetings allow for team assessment, peer review and support for decision on enforcement.
- 3.5.4 The PEHS is also transitioning to electronic mobile inspection pads for health inspections to further improve efficiency of inspection follow-up and record-keeping.
- 3.5.5 The PEHS responds to a variety of customer requests or incidents of public and environmental health relevance. Investigations may derive from community complaints/requests or reports from relevant government authorities. The principles of ‘environmental health risk assessment’ are adopted in determining the level of investigation required. Public and environmental health enforcement comprises approximately thirty percent of the Division’s resource allocation.

3.6 Supported Residential Facilities

- 3.6.1 Administration and licensing under the Supported Residential Facilities Act 1992 is a relatively small function for the Division with only two Supported Residential Facilities (SRF’s) located within the Council area.
- 3.6.2 There is the potential to involve staff with social service skills to work collaboratively with PEHS on the assessment of care in SRF’s in the Council area. Given the low number of SRFs in Salisbury, there is the potential for Council to support a resource sharing approach/secondment with another Council for this activity.

3.7 External Services (Roxby Downs)

- 3.7.1 The Division undertakes public health enforcement for the Town of Roxby Downs under contract with the Roxby Council. This service extension provides additional experience for staff as well as a model, which could be adopted for other service areas. Services are in accordance with the Roxby Downs Public and Environmental Health Business Plan and are offered on a cost recovery basis for labour and expenses. The resource allocation for this service is approximately 0.09 FTE.

3.8 Immunisation

- 3.8.1 Under the SA Public Health Act Council must in addition to other functions under the Act provide, or support the provision of, immunisation programs for the protection of public health within its area.
- 3.8.2 The City of Salisbury provides a free immunisation service for pre-school and eligible school children and Council has a contractor to deliver the service. Free immunisations are provided for certain vaccines under the National Immunisation Program – Childhood and adolescent schedule.
- 3.8.3 Whilst the City of Salisbury area has relatively effective immunisation participation rates (close to the State average), benchmarking against other Council services highlighted that Council clinic clients and numbers of vaccinations for Registered Nurse (RN) hours are low in comparison to other benchmarked Councils.
- 3.8.4 Whilst lower than other Councils, the Council immunisation service does contribute to the overall immunisation rates for the Salisbury area. In the absence of a Council service the rates could potentially be lower.
- 3.8.5 There are opportunities to improve the current service and also opportunities have been recommended to look at the future service provision. This could include a centralised immunisation facility and alignment with other community related services (for example, potentially in the new community hub in the Salisbury City Centre), and also conducting a feasibility study on a regional approach to immunisation.

3.9 Mosquito Control

- 3.9.1 The Division outsources a mosquito monitoring, surveillance and control program to an external contractor. The Council has transitioned from a predominantly surveillance, treatment and research focus to further focus on surveillance and treatment of mosquito breeding with the current service utilising two forms of complementary chemical treatments.
- 3.9.2 SA Health currently subsidises up to fifty percent of the cost of this service. The City of Port Adelaide Enfield and SA Health also engage a contractor for a similar service. There is the potential to support a collective contract with these organisations and address mosquito control regionally.

Benchmarking

- 3.10 The Program Review analysis incorporated benchmarking of priority performance matrices against four Council environmental health teams in South Australia. The project team undertook an initial review of the most recent and extensive environmental health benchmarking initiative completed by the Environmental Health Manager Forum (EHMF).
- 3.11 The EHMF data clearly highlighted that the City of Salisbury had the highest performance amongst the benchmark councils for the number of food safety related inspections conducted and food business inspections per full time equivalent EHO. Additionally the data highlighted that the City of Salisbury had the lowest number of public vaccines per registered nurse per hour and number of School Based Immunisation Program vaccinations per visit.
- 3.12 The key EHMF benchmarks, as summarised above, are very consistent with the benchmarking undertaken with four participating Councils for this project. The City of Salisbury is performing strongly in the food safety related inspections but low in the key immunisation benchmarks.
- 3.13 Analysis was conducted against the City of Salisbury 2015/16 Environmental Health Operating Budget to determine the highest resource level activities that should be prioritised during benchmarking. These activities were reviewed and endorsed by the Project Manager and primarily fell into the categories of Food Control, Legislative Breaches and Immunisation.
- 3.14 Benchmark findings and recommendations have been incorporated into the overall findings in the report from Healthy Environs as per attachment 1. Key findings are summarised as follows.
- 3.15 Food Control
- 3.15.1 Food safety is the largest service scope area and budgeted resource for the PEHS Division with benchmarking data supporting an overall observation of a high performing team against key benchmarks such as food inspections per EHO.
- 3.15.2 The City of Salisbury has highest percentage of routine food inspections completed per Environmental Health Officer (EHO) at 138 with next best benchmark performance at 127.
- 3.15.3 Salisbury has the highest percentage of total food complaints and inspections completed per EHO Full Time Equivalent at 329 with the next best benchmark performance at 261.
- 3.16 Legislated Breaches
- 3.16.1 The City of Salisbury has the lowest level of improvement notices issued. However it should be noted that every inspection results in written correspondence for both satisfactory and unsatisfactory inspections and a letter requesting corrective action of minor non-conformances is issued in lieu of improvement notices. The letters also result in follow up inspections where a time for compliance is provided. 289 follow up inspections were conducted to ensure compliance with written requests.

- 3.16.2 It is recommended that the Division continue the practice of assessing the level of follow-up and enforcement action in line with Council's Environmental Health Enforcement Policy.
- 3.16.3 The Division's commitment to pro-active food safety education and promotion of standards through the Food Safety Rating Program should continue to be a focus.
- 3.17 Immunisation
- 3.17.1 A review of Immunisation services identified that the City of Salisbury has;
- a low number of vaccinations per Registered Nurse Hour,
 - the lowest percentage of council-performed (in-house or third party) vaccinations to council population.
 - a low number of vaccination clients.
- 3.17.2 There is a low vaccination take up at the City of Salisbury immunisation clinics. Several contributing factors may include clinic locations, facilities, promotion and awareness, reputation, an increase in other providers such as Medical Centre's and operating times.
- 3.17.3 A review of the immunisation services has been recommended. This includes a review and opportunities for improvements to the current service as well as a review for the future of the service which could include a centralised service, or a regional approach or a combination of both as per the recommendations in section 8 and 8.1 of the attached report. (Attachment 1)

Budget

- 3.18 A review and analysis of the Division's Operating Budget was undertaken. The PEHS expenditure equates to \$731k, allocated to the three cost centres, Health Act Administration (80%), Immunisation (18%) and External Services (2%). The PEHS income of \$156k is achieved from the three cost centers, Health Act Administration (51%), Immunisation (38%) and External Services (11%).
- 3.19 The predominant expenditure in Health Act Administration is labour costs with Salaries and Wages comprising approximately \$400k of the total expenditure of \$583k.
- 3.20 The majority of income for the budgeted revenue of \$79.5K sourced within PEHS consists of statutory Food and Environmental Health inspection and audit activities. This comprises 51% of overall revenue.
- 3.21 Expenditure on immunisation services of \$132k equates to 18% of total business unit expenditure, mainly comprising contractual commitments to third-party providers of Council's vaccination and immunisation program. The budget for the out-sourced immunisation services is \$76k, whilst another \$50k was for the specific purpose Hepatitis B Program in Schools. This latter program expenditure is budget neutral as a result of grant funding being allocated for the same amount in the immunisation function's revenue budget.

- 3.22 Similarly, expenditure budget of \$16k allocated to the External Health Services cost-centre is specific in purpose as a result of Council's current contract to provide public health services to regional local government body, Roxby Downs Council. This service, according to the provided budget, was cost neutral according to the cost-centre bottom line. This has been clarified with the PEHS and the service provides an approximate 45% return on total expenditure (which is predominately salaries). The current resource allocation for Roxby Downs from the PEHS is 0.09 FTE. All direct costs such as travel and flights are charged as a direct cost recovery from Roxby Downs.
- 3.23 According to Council's 2016/17 consolidated budget total expenditure for the 2016/17 financial year is forecast to be \$111.3m, of which PEHS is forecast to be \$0.78m. This equates to 0.7% of total Council expenditure forecast for this current financial year.

Service Activity Analysis

- 3.24 Analysis of the PEHS 2015/16 Business Plan has also been undertaken primarily to ascertain if the activities committed in the plan have been recognised and allocated in the operational budget.
- 3.25 Total hours allocated to food related compliance activities equates to 4,472 hours, mainly consisting of food premises inspections of 3,520 hours or 78% of all food compliance activity hours. Total food related compliance activities represent the largest cohort of activity hours for the Division at 42% of all hours allocated.
- 3.26 Health related compliance activities total 2,473 hours predominantly consisting of Enforcements which have been allocated 1,740 hours, equating to 70% of all health related activity hours.
- 3.27 Division Management and other corporate activities total 3,520 activity hours. This comprises 1,650 Leave activity hours, which is a notional estimate of the leave liability for the Division under the relevant Award. A further 1,550 activity hours are dedicated to management and administration. For clarification this area includes activities required for the continued development and operations of the Business Unit and strategic direction of the Division, including;
- meetings, training and seminars
 - work undertaken for Business Planning, Benchmarking, continuous improvement and Customer Satisfaction,
 - advocacy and strategic development work undertaken by the team members such as working party membership, Special Interest Groups, Environmental Health Managers Forum, Food Act MOU working party and Food Safety Rating Program Working Party
- 3.28 It is suggested that the cohort of activity hours comprised in the 'corporate and administrative activities' be reviewed further to ensure an accurate depiction of what those hours are dedicated towards, and then re-allocated if deemed to be more accurately allocated to front-line service activity, and any areas for efficiency improvement within those hours be identified and addressed.

Emerging Issues and Forecasted Legislative/Policy Changes

- 3.29 The PEHS has developed thorough processes for administration of legislation. Procedures and templates have been updated since the introduction of the Public Health Act 2011 and regulatory amendments across waste control, legionella and wastewater.
- 3.30 Resourcing the administration of the new Local Nuisance and Litter Control Act 2016 is a key priority for the PEHS team, as elements of the Act are relevant to the skills and functions of EHOs.
- 3.31 The Act creates obligations on local government to manage local nuisances and provides tools for enforcement. It is difficult to forecast complaint levels for local government based on State Government complaints data. With the introduction of the new Act, Council would generally expect a higher community complaint volume, reflecting increased community awareness of the ability to report nuisance and service expectations at the local level.
- 3.32 Council's approach to resourcing the Act's administration should consider the nature and level of complaint risk and the best fit with regard to integration with existing functions across the Environmental Health Team (for complaints of higher public and environmental health risk, including insanitary conditions, noise and asbestos.); General Inspectorate Team (for litter and low risk nuisance complaints); and the Development Services Team (for overlaps with development approval conditions, amenity and unsightly premises and reducing nuisance risks through the development process).
- 3.33 Within the service areas the following emerging issues have been identified that will need to be monitored and considered with regards to impacts on Council services, community expectations and resources.
 - 3.33.1 Food Vans – the State Government is currently undertaking consultation on a passport for food vans that may affect not only permits but food inspection and fees charged. Contributions will be made to the review to ensure food safety is prioritised in any system so that local EHOs can undertake inspections as required. The flow-on effect of increased opportunities for more food vans is the increase of new start-up businesses, which can result in increased consumer enquiries and requests for information and inspections.
 - 3.33.2 Home Based Businesses – The support for food vans has also increased the demand in enquiries for home-based food businesses, which has similar demands for services. Many are stand-alone businesses and others are supplementary to the Food Van business, utilising their home as a base for food storage and preparation.
 - 3.33.3 Food Safety at Events – the growth of community events and weekend farmers markets requires the Environmental Health Team to support the events at the development stage to ensure adequate food safety and continue to undertake food safety inspections of the food premises at the events.

- 3.33.4 Food Safe Australia Review – SA Health has contributed to the review of Safe Food Australia with particular reference to markets, mobile food vans and home businesses. Staff have contributed to this review and any changes to the Safe Food Australia guide could affect how the above areas are addressed under the Food Act. There are no resource implications expected, however operational practices and guidelines may need review to adopt any National standards.
- 3.33.5 Food Inspection Fees – the LGA has been reviewing fees for Local Government, and Food Act Inspection fees have been included however no increase has occurred. The review of the fees has identified an increase of approximately 50-80% to cover costs associated with inspections. This will potentially increase fees to \$120 - \$140 from the current \$85.50. This increase if approved will still be subject to Council approval under the food inspection fees policy. The increase will result in an increase in income to offset costs.
- 3.33.6 Mosquito Control – The local coastal environment, storm water catchment areas and right environmental conditions can provide ideal conditions that result in high levels of mosquito activity in the area. Increased treatment has been effective, however adjoining Crown land and newly identified breeding areas in local environments has continued to require mosquito control efforts. New areas have been added to next year's program which will result in a cost increase to the current mosquito control contract. Changes in climate will affect mosquito activity and resources required for mosquito control, including around existing developments that encroach or abut high risk mosquito control areas.
- 3.33.7 Dry Creek salt fields development – The proposed developments of the salt fields will potentially create a large residential environment in close proximity to salt marsh and tidal areas that are conducive to the breeding of mosquitoes. The impact of mosquitoes on any development will need to be considered and factored into the environmental and public health impact statements, which will have flow-on effects for control programs.
- 3.33.8 Northern Connector – the development of the Northern Connector will potentially impact on the coastal environment and change storm water outflows, which in turn may impact upon mosquito breeding environments. These developments will be monitored and assistance provided by PEHS as required.
- 3.33.9 Emergency Management - Recent national and international emergencies have highlighted the potential impact on our communities and the role of Environmental Health Officers in these scenarios. Some areas of involvement would include potable water, on site waste water disposal, food safety and sanitation. A strategic approach to environmental health issues resulting from natural disasters will be incorporated into Council's Emergency Management Plan. In addition training for EHO's under the i-Responda Framework is recommended as they may be required to provide support to organisations outside of Council in an Emergency.

- 3.33.10 Supported Residential Facilities (SRF) - The City of Salisbury only has two SRF facilities. However should a facility go into receivership or a licensee have their license cancelled, there is a significant legislative responsibility for Councils. Related to SRFs, the introduction of the National Disability Insurance Scheme in June 2016 affects children first and all adults will be transferred over by June 2018. This new scheme will affect approximately 75% of SRF clients and may change the way SRF's are funded by the State Government for accommodation subsidies and the way clients pay for their own services. The impact for Councils in licensing SRFs under the current legislation is uncertain and will need to be monitored to ensure any changes can be addressed.
- 3.33.11 Public Health Planning – The PEHS Division continues to play an active role in contributing to the Regional Public Health Plan in particular supporting the strategic priority in the State Public Health Plan of “Sustaining and Improving Public and Environmental Health Protection.” This means that the PEHS has a role to preserve, protect and promote public health within its area and address any new and emerging public health issues associated with new diseases, arboviruses or water contamination.
- 3.34 The emerging issues have been captured within the PEHS Divisions Business Plan as strategic priorities.

Service Delivery Options

- 3.35 Public and environmental health duties undertaken by Councils are premised on Councils being the relevant authority and being charged with certain powers under relevant legislation. These powers are currently executed through the following key models in South Australia:
- Internal staffing – permanent or casual.
 - Establishment of a local government subsidiary.
 - Strategic Alliance of Councils/Sharing of Resources.
- 3.36 The Program Review did not identify any Council in South Australia which has fully outsourced their environmental health functions. Outsourcing of functions tends to be confined to specific public health activities or services which do not require Council employees to be appointed as Authorised Officers, as prescribed by relevant legislation. Outsourcing may relate to immunisation, community education, public health research, strategy development and project management.
- 3.37 Section 43 of the Local Government Act 1999 enables two or more Councils (known as Constituent Councils) to establish a regional subsidiary to perform a function of the Councils in a joint service delivery arrangement. Whilst a regional model promotes economies of scale and access to specialist support for smaller Councils, this approach may not be necessary for a Council the size of Salisbury, also noting that benchmarking data highlights that Council performs well in terms of efficiency benchmarks such as inspection workloads per EHO.

3.38 Examples of Councils sharing resources at a functional level within South Australia include the current resource sharing arrangement the City of Salisbury have to deliver environmental health services to the Roxby Downs Municipal Council. This review has highlighted some opportunities to consider further alliances (which are highlighted in Section 8.1 of the attached report), including:

- Secondment of external Council services for activities which are minimal in scope for the City of Salisbury
- Potential for a shared service mosquito surveillance and control contract with the City of Port Adelaide and SA Health.
- Potential for regional collaboration for immunisation services, including shared facilities or shared service provision.

3.39 The City of Salisbury currently outsources key services such as immunisation, mosquito control and specialist advice and research. Whilst important services to provide the community, these are relatively minor in scope as compared to the overall service profile the Division is charged with performing.

4. CONCLUSION / PROPOSAL

4.1 The report from Healthy Environs concluded that the PEHS has a culture of continuous improvement with several key process improvements underway or recently implemented. It was found that the PEHS has an extensive and effective compliance framework and is meeting or exceeding Council's minimum statutory compliance requirements under relevant legislation.

4.2 Detailed process review mapping and analysis was completed across PEHS functions, together with external performance benchmarking of priority services. It was concluded by the consultants that the PEHS is currently complying with public health legislation and monitoring key issues within the community in an efficient manner.

4.3 This review has confirmed that the PEHS is operating efficiently when compared to the benchmarked organisations however there is scope for continual improvement across a range of areas as identified in the report recommendations.

4.4 The strategic recommendations presented in Section 8 of the attached report and further to these strategic findings and recommendations, service area improvement opportunities have been categorised in Section 8.1 of the report in Attachment 1.

4.5 Management have considered the report recommendations and responded to each in the table in Attachment 3 Program Review - Strategic Recommendations and Improvement Opportunities.

4.6 Council is asked to consider to the review findings and recommendations and response to the recommendations from Management.

4.7 The recommendations will be progressively implemented and monitored by the Executive Group and through periodic progress reporting to the Sub Committee. In addition, more detailed reviews such as immunisation services and the implementation of the Local Nuisance and Litter Control Act, will be subject to further reports to be presented to Council for consideration.

- 4.8 The delivery of the PEHS utilises a combination of in house staff that deliver the majority of legislated responsibilities along with targeted tenders for services such as immunisation and mosquito control, with opportunities to investigate regional approaches to some services. This combined and flexible approach to services provides an effective service delivery methodology.

CO-ORDINATION

Officer: EXECUTIVE GROUP

Date: 06.09.16



City of Salisbury Program Review
Public and Environmental Health

Report





Program Review – Public and Environmental Health Services
Report
Status – Program Review Sub-Committee Version
Date of Issue – 21st August 2016

The Healthy Environs Project Team
(comprising Healthy Environs Pty Ltd as lead
consultant and Skopion) has prepared this
report for the City of Salisbury.

*This review was undertaken in accordance
with the agreed scope with the City of
Salisbury. The review is based on research
during the period of April to August 2017.*

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Executive Summary

The Public and Environmental Health Service (PEHS) Division at the City of Salisbury undertake a wide range of functions to ensure that community health and wellbeing is maintained and enhanced in the area.

Healthy Environs Pty Ltd was engaged to undertake a program review of the Division's functions as part of the Council's Business Improvement Framework. The aim of the review was to review the current service status and identify future service delivery and performance enhancement opportunities with consideration of: benchmarks against other service providers, Council's legislative obligations and community values.

Review Approach

For the purpose of the program review, the Division's services were classified into six overall service categories:

1. **Food Safety** – The Division's role in regulating food safety (incorporating scheduled inspections of food premises as well as investigation into customer requests).
2. **Public and Environmental Health** – The Division administers a range of Acts to protect and promote environmental health. Certain premises are inspected to ensure that health standards are being met.
3. **Immunisation** – Community and school immunisation clinics are provided through a Council contractor.
4. **Supported Residential Facilities** – Council undertakes annual licensing and inspections of these facilities.
5. **Key projects** – The Division manages special projects to protect public health such as the 'Mosquito Control Program'.
6. **External Services** – The City of Salisbury provides environmental health regulatory services to Roxby Downs Municipal Council.

The review methodology involved three overall phases:

1. Mapping current service processes and standards in consultation with the PEHS team.
2. Reviewing alternative service models through:
 - a. Council benchmarking and scoping opportunities for improvement through consultation with four participating metropolitan Councils
 - b. Consultation with Division staff and inter-dependant Council teams, including representatives from:
 - Development Services.
 - Economic Development and Urban Policy.
 - Strategic Development Projects.
 - Community Development and Vitality.

- Communications and Customer Relations.
- 3. Reporting on service model alternatives and enhancements.

Review Findings

The Public and Environmental Health Service Division consists of six personnel lead by the Manager along with administrative support provided through the Departmental administrative team (reporting via the Development Services Division). In addition, contractors currently provide two key services under a tender arrangement: immunisation and mosquito control.

The Division provides a wide variety of services to meet Council's legislative obligations under various Acts, including the:

- *Food Act 2001*
- *South Australian Public Health Act 2011*
- *Environment Protection Act 1993* (for action under the Water Protection Policy)
- *Local Government Act 1999*
- *Safe Drinking Water Act 2011*
- *Supported Residential Facilities Act 1992*

The operating revenue and budget for the Division is disaggregated into three distinct cost centres, broadly representing the functions the business unit performs. The majority of resource allocation is within the food safety and public and environmental health service areas.

Certain discretionary services are undertaken, such as the voluntary Food Safety Rating Program and the provision of the environmental health services to Roxby Council. The review determined that such services either align with corporate objectives or there is a feasible business case to support them (cost recovery).

Detailed process review mapping and analysis was completed across the Division's functions, together with external performance benchmarking of priority services. It is our conclusion that the Division is currently monitoring key issues within the community in an efficient manner. It was found that the Division has an extensive, fit for purpose compliance framework and effectively meets the required food safety and public health inspection frequencies based on industry service standards.

The Division adopts a pro-active approach to education of the community on public and environmental health standards. The principles of 'environmental health risk assessment' are adopted in determining resource allocation and the level of investigation required. However, there is further opportunity for low-risk, transactional tasks to re-aligned and supported through administrative services to the Division.

Whilst the City of Salisbury community has relatively effective immunisation participation rates (close to the State average), benchmarking against other Council services highlighted that Council clinic clients and vaccinations for Registered Nurse hours are low in comparison to other Council benchmarks.

The Division works effectively with other Council teams within Council, although the review did highlight opportunities for further strategic alignment, such as working with the 'Economic Development' Division to support and educate the food sector.

Review Recommendations

As a result of the analysis completed, alternate service delivery models were considered at both a strategic level and for each service category. Analysis of the current strengths and opportunities for the Division was undertaken to develop priority areas for process or efficiency improvements for PEH services.

Recommendations considered the following improvement categories (and are summarised in Section 8.1):

- Service efficiencies
- Collaboration across Council Divisions
- Regional service delivery
- Management of external contracts.

Process, benchmark, budget review findings and strategic recommendations are provided in Section 8 of the report. Key recommendations are summarised below:

- Continue to focus on process streamlining and automation of activities with the aim of maximising the effectiveness of EHO service delivery.
- Identify and reassign low-risk, planned administrative activities currently performed by EHOs to administrative support resources.
- Conduct a detailed review of the current immunisation service delivery with the aim to improve participant volume per clinic hours. This review should consider: Council community service policies; community demographics and service demand; clinic facilities and locations; clinic schedules and regional service delivery options.
- Review internal budget and hourly activity allocations to more accurately reflect corporate and administrative activity and front-line service delivery.
- Explore the provision of in-house environmental health compliance services with other local government entities (as per the Roxby Downs Municipal Council service).
- Prepare an administration model for Council's new legislative responsibilities under the *Local Nuisance and Litter Control Act 2016*.
- Continue to explore environmental health service and project collaboration opportunities with neighbouring Councils, in particular for:
 - a. Activities with minimal scope in Salisbury: wastewater control and Supported Residential Facilities.
 - b. Regional contract opportunities for mosquito surveillance and control.
 - c. Immunisation services, including consideration of shared facilities or shared service provision.

1. Introduction

As part of the City of Salisbury's Business Improvement Framework, Council endorsed a comprehensive review of service delivery options and levels for all Council programs. The Public and Environmental Health Services (PEHS) Division Program Review assessed the current scope and delivery of services that aim to protect and promote a high standard of environmental health within the City of Salisbury.

1.1 Program Review Objectives

In April 2016, the Council engaged Healthy Environs Pty Ltd to undertake the PEHS Program Review. Healthy Environs worked in collaboration with Skopion to provide a multidisciplinary team (with strategic, technical and financial expertise) to review the current PEHS service status and identify future service delivery opportunities.

The objectives of the review were to:

- Benchmark the Division against comparable service providers.
- Identify service strengths and weaknesses in consultation with the PEHS team and inter-dependant Council Divisions.
- Undertake a gap analysis of the capacity and capability of the PEHS team.
- Develop service improvement recommendations to ensure service efficiency and effectiveness.
- Identify an appropriate service level structure and delivery model.

The review considered the performance standards needed for public and environmental health in the City of Salisbury, taking into account:

- The strategic relevance of the service.
- Customer and community values and expectations.
- Council's legislated requirements – discretionary and non-discretionary.

1.2 Review Scope

The PEHS Division consists of a team of professionally qualified Environmental Health Officers (EHOs) dedicated to ensuring that public health is maintained in the Salisbury community. The team is responsible for the administration of public health legislation and monitoring of a number of key environmental functions, ensuring that community health and wellbeing is being maintained and enhanced¹. The Division undertakes a wide variety of regulatory, educational and service provision functions.

For the purpose of the program review, the Division's services were classified into six overall service categories with sub-elements as shown in Table 1.

¹ City of Salisbury. Public and Environmental Health Services Business Plan 2015-2016.

Table 1 – Service Areas Incorporated in the Program Review

	Service Area	Service Element	Core Legislation
1	Food Safety	<ul style="list-style-type: none"> • Inspections • Auditing • Customer Requests 	Food Act 2001
2	Public and Environmental Health	<ul style="list-style-type: none"> • Health Premise Inspections (swimming pools, beauty therapists, hairdressers) • Legionella Control • Wastewater Control • Customer Requests 	SA Public Health Act 2011 Environment Protection Act 2003 Local Government Act 1999 Housing Improvement Act 1940
3	Immunisation	<ul style="list-style-type: none"> • Public Clinics • School Clinics 	SA Public Health Act 2011
4	Supported Residential Facilities	<ul style="list-style-type: none"> • Licensing • Inspections 	Supported Residential Facilities Act 1992
5	Key Projects	<ul style="list-style-type: none"> • Mosquito Control Program 	SA Public Health Act 2011
6	External Services	<ul style="list-style-type: none"> • Roxby Downs Environmental Health Services 	SA Public Health Act 2011

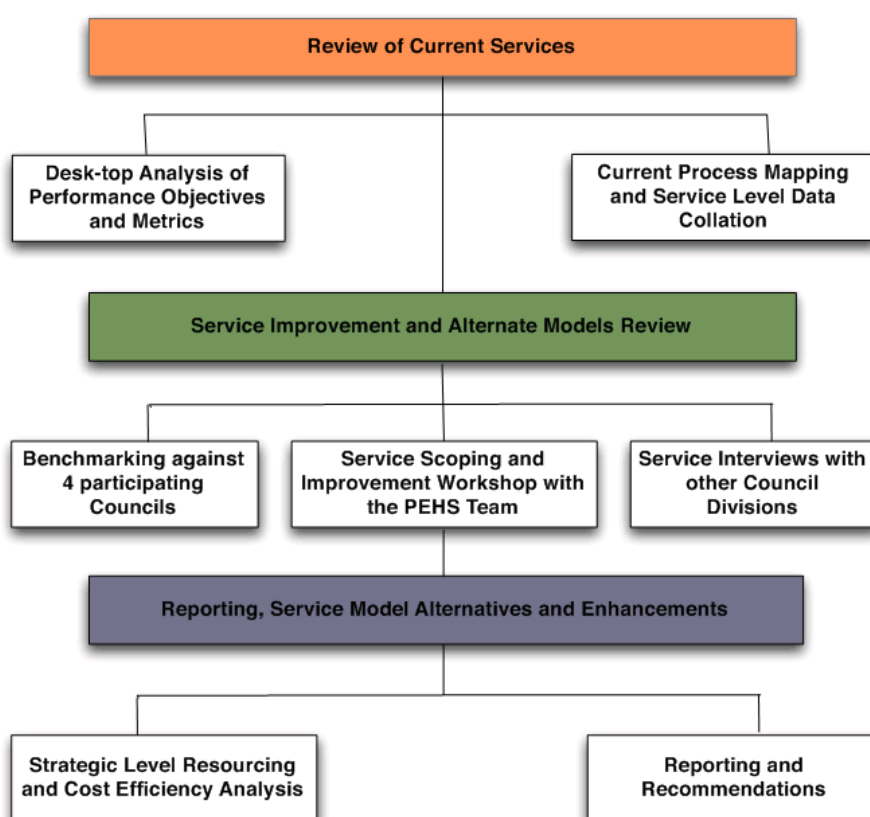
2. Review Methodology

The review methodology involved three overall phases:

- Mapping current service processes and standards in consultation with the PEHS team.
- Reviewing alternative service models through Council benchmarking and scoping opportunities for improvement through workshops with PEHS staff.
- Reporting on service model alternatives and enhancements.

The review methodology is summarised in Figure 1.

Figure 1 – Program Review Methodology



2.1 Review Phases

Assessment of the Current State of Services

In the initial phase of the review, Healthy Environs worked with the PEHS team to map current service delivery processes. This provided the basis for assessing: the current scope of service delivery, resourcing at various work stages and potential improvements. Maps also provide an ongoing tool for training and procedure development within the PEHS Division. Final process maps for the following service delivery functions are provided in Appendix A:

- Routine Food Inspections – Map A
- Customer Requests Food Safety – Map B
- Food Auditing (for premises serving vulnerable populations) – Map C
- Health Premises Inspection – Map D
- Wastewater System Inspection and Licensing – Map E
- Legionella Control Licensing and Inspection Process – Map F
- Customer Requests Public Health/Environment – Map G
- Supported Residential Facilities Licensing and Inspection Process – Map H

Process mapping provided a thorough foundation for identifying critical points for service improvements.

The service review took into account baseline service performance levels required to maintain public and environmental health standards in Salisbury. Furthermore, desktop research was completed in order to fully identify the expected service standards for PEH service areas based on:

- Legislative requirements.
- Guidelines and Memorandums of Understanding.
- Corporate standards.
- Community expectations.

The review team also considered forecast policy and legislative directions for public and environmental health and the potential impacts on the City of Salisbury in the future.

Benchmarking and Scoping Opportunities for Improvement

The analysis of service improvement opportunities and alternate delivery models involved the following stakeholder consultation and analysis:

- Exploration of service delivery issues and potential improvements through consultation with PEHS staff. Process mapping of key activities along with Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis (Appendix B) were used to review current methods and explore improvement opportunities through two PEH Team workshops.
- Discussions with representatives of other Council PEH Divisions that interface with or interdepend on the PEHS team. Discussions were held with City of

Salisbury representatives from:

- Development Services.
- Economic Development and Urban Policy.
- Strategic Development Projects.
- Community Development and Vitality.
- Communications and Customer Relations.
- Benchmarking of priority service metrics against four metropolitan Adelaide Councils. Meetings were held with two of these Councils to obtain details on their service delivery methods. The consultancy team visited one Council's immunisation facility as part of this consultation.
- Analysis of the current operating budget and resourcing profile for the Division.

Recommendations and Implementation Plan

As a result of the analysis completed, alternate service delivery models were considered at both a strategic level and for each service category. Analysis of the current strengths and opportunities for the Division was undertaken to develop priority areas for process or efficiency improvements for PEH services.

Recommendations considered the following improvement categories:

- Service efficiencies
- Collaboration across Council Divisions
- Regional service delivery
- Management of external contracts.

3. Current Division Scope and Resourcing

3.1 The Environmental Health and Safety Team

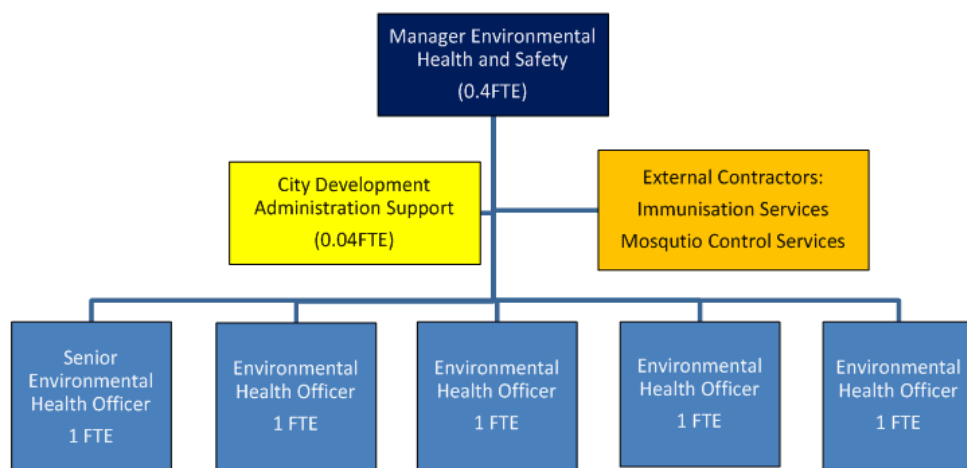
PEHS resides within the Environmental Health and Safety Division, within the City Development Department, outlined in the following Departmental Structure.

Figure 2 – Departmental Structure



The Division consists of six personnel lead by the Manager along with administrative support provided through the departmental administrative team (reporting via the Development Services Division). In addition contractors currently provide two key services under a tender arrangement: Immunisation and Mosquito Control services. The team structure is represented in Figure 3 below.

Figure 3 – Team Structure



3.2 Operating Budget 2015-16

PEHS Division operating revenue and expenditure is disaggregated into three (3) distinct cost centres, broadly representing the functions the business unit performs:

- Food and Public and Environmental Health Administration
- Immunisation
- External Services Health

Table 2 below summarises the net cost to Council to deliver the services the business is responsible for. In addition, in-depth analysis of the Business Unit's resourcing profile has been completed with the aim of providing feedback focusing on the efficient allocation of resources to perform services for the community. PEHS management provided a comprehensive Division Budget (Appendix C) in order to complete this analysis.

Table 2 – Operating Budget by Cost Centre

Cost Centre	Revenue	Expenses	Net Cost of Service
440 - Health Act Administration	-\$79,500	\$583,400*	\$503,900
441 - Immunisation	-\$60,200	\$131,700	\$71,500
442 - External Services - Health	-\$16,800	\$15,550	-\$1,250
TOTAL	-\$156,500	\$730,650	\$574,150

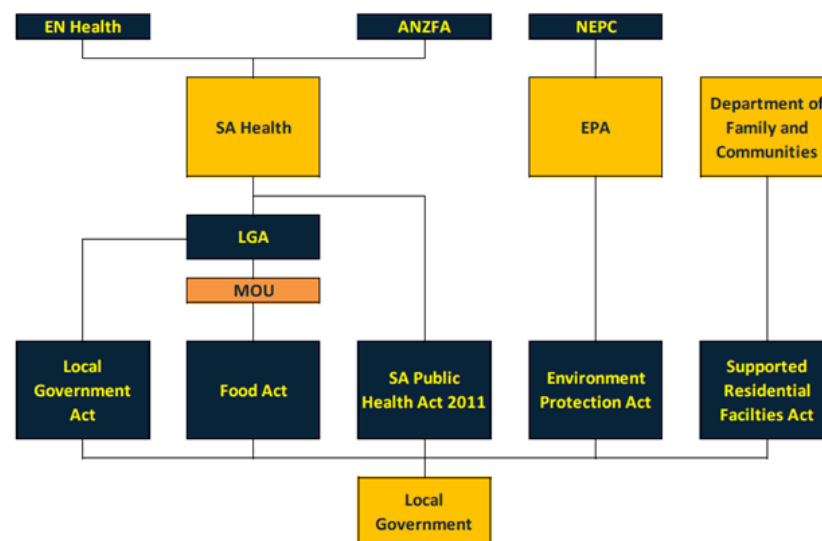
*Includes internal transfer budget allocation costs of \$136k.

3.3 Summary of Applicable Service Standards

The PEHS Division is responsible for the administration of public health legislation and monitoring of key issues in the community to ensure community health and wellbeing is being maintained and enhanced.

The Mission of the Division is ***'to protect and promote a high standard of public and environmental health within the City of Salisbury'***.

National and State Government frameworks consisting of applicable standards and legislation, guides the functions undertaken and service standards to be met by the Division. This framework is represented in Figure 4.

Figure 4 – Flow Chart of National, State and Local Public Health Responsibilities²³

The Division's role is also critical in supporting the organisation to achieve the City Plan deliverables, identified in Council's 'City Plan – Sustainable Futures'. Specifically, the PEHS team delivers on objectives outlined within the Plan's Key Directions 'The Prosperous City', 'The Sustainable City', 'The Liveable City' and 'Achieving Excellence'.⁴

² City of Salisbury. Public and Environmental Health Services Business Plan 2015-16.

³ EnHealth - the enHealth Council provides national leadership on environmental health issues, responsible for the implementation of the National Environmental Health Strategy

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

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

⁴ City of Salisbury. City Plan 2030.

The Prosperous City

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

The Sustainable City

- Have a community that is knowledgeable about our natural environment and embraces a sustainable lifestyle.
- Have natural resources and landscapes that support biodiversity and community wellbeing
- Have urban and natural spaces that are adaptive to future changes in climate

The Liveable City

- Have interesting places where people want to be
- Be a proud, accessible and welcoming community

Enabling Excellence

- Strengthen partnerships that enable us to better address our community's priorities
- Develop strong capability and commitment to continually improve council's performance
- Have robust processes that support consistent service delivery and informed decision making
- Embed long term thinking, planning and innovation across the organisation

Council's purpose for providing public and environmental health services, from the perspective of both corporate and legislative responsibilities, is described in Table 3. Table 3 also details the external and internal service standards that apply to each service area.

Table 3 – Service Purpose Standards for Public and Environmental Health Functions

Service	Service Purpose		Service Standards	
	Legislative	Corporate	Government Codes/Agreements	Internal
Food Safety				
Inspections and Customer Requests	To administer Councils responsibilities under the Food Act 2001 and Regulations	Aligns with corporate strategy E.E3 (complying with legislative requirements)	Food Standards Code Food Act MOU 2009 (the Minister for Health and Local Government) South Australian Food Business Risk Classification	Food Inspection Fees Policy City of Salisbury Enforcement Policy – Environmental Health and Safety
Food Auditing	Support food premises to comply with Food Safety Standard 3.3.1. (under the Food Safety Act 2001)	A food auditing service to food premises/businesses. Aligns with corporate objective PC2 (place of choice for business)	Food Standards Code South Australian Guidelines for Auditors of Mandatory Food Safety Programs	
Food Safety Rating Program	Alternative method to inspect premises and to administer Councils responsibilities under the Food Act 2001 and Regulations	A voluntary scheme to promote food safety and inform the community. Aligns with corporate objective PC2 (place of choice for business)	SA Health Statewide Pilot Scheme (voluntary scheme) Food Standards Code Food Act MOU 2009 (the Minister for Health and Local Government) South Australian Food Business Risk Classification	Food Inspection Fees Policy City of Salisbury Enforcement Policy – Environmental Health and Safety
Public and Environmental Health				
Health Premise Inspections and Customer Requests	To administer Councils responsibilities under various Acts: - SA Public Health Act 2011 - Environment Protection Act 2003 - Local Government Act 1999 - Safe Drinking Water Act 2011	Aligns with corporate strategy E.E3 (complying with legislative requirements)	Standards for the Operation of Swimming Pools and Spa Pools in South Australia, 2013 Guideline on the Public Health Standards of Practice for Hairdressing Guidelines on the Safe and Hygienic Practice of Skin Penetration (PDF 431KB)	City of Salisbury Enforcement Policy – Environmental Health and Safety
Wastewater Control	To administer Councils responsibilities under the Public Health Act 2011 and Regulations	Aligns with Corporate objectives Strategy E.E3 (complying with legislative requirements)	On-site Wastewater Systems Code Community Wastewater Management Systems Code	City of Salisbury Enforcement Policy – Environmental Health and Safety

Service	Service Purpose		Service Standards	
	Legislative	Corporate	Government Codes/Agreements	Internal
Legionella Control	To administer Councils responsibilities under the Public Health Act 2011 and Regulations . Note: Council regulates yet does not provide auditing services.	Aligns with corporate strategy E.E3 (complying with legislative requirements)	Guidelines for the Control of Legionella, Department of Health, 2013	
Immunisation				
School Clinics	SA Public Health Act 2011 – requirement to support and promote immunisation	Aligns with corporate strategy E.E3 (complying with legislative requirements) LC3.3 Encourage wellbeing through healthy lifestyles, sport, social and recreational opportunities	National Immunisation Program Schedule Australian Immunisation Handbook	Contract 10335 – Immunisation Services
Community Clinics	SA Public Health Act 2011 - requirement to support and promote immunisation	Aligns with corporate strategy E.E3 (complying with legislative requirements) LC3.3 Encourage wellbeing through healthy lifestyles, sport, social and recreational opportunities	National Immunisation Program Schedule Australian Immunisation Handbook School Immunisation Program Protocols, CDCB, 2015	Contract 10335 – Immunisation Services
Supported Residential Facilities				
Licensing and customer requests	To administer Councils authorisations under the Supported Residential Facilities Act 1992	Aligns with corporate strategy E.E3 (complying with legislative requirements)	The Supported Residential Facilities Act 1992, Guidelines and Standards (DCSI, 2011)	City of Salisbury Enforcement Policy – Environmental Health and Safety
Key Projects - Mosquito Control	SA Public Health Act 2011 – Council requirement to protect, promote and preserve public health	SC3 Have natural resources and landscapes that support biodiversity and community wellbeing LC2 Have interesting places where people want to be	SA Integrated Mosquito Management Strategy	City of Salisbury Mosquito Management Plan Contract 10837 – Mosquito Control services
External Services - Roxby Downs inspectorial services		A fully cost recovered service. EE4.1 Ensure long term sustainability through good financial practices, sound business planning and asset management		Roxby Downs Public and Environmental Health Services Business Plan.

4. Program Review and Opportunity Analysis of Division Functions

The program review methodology entailed gaining a clear understanding of current performance and processes for the service areas of the Division. A consultative approach with the Environmental Health team and interdependent Council teams was used to review the Strengths, Weaknesses, Opportunities and Threats (a SWOT analysis) for the Division's services. This analysis is presented in the following Sections.

The program review focuses on the services the PEHS Division. However it should be noted the Division contributes to other Council team functions to embrace a multi-disciplinary and strategic approach towards environmental health and safety in Salisbury. The Division works with other Council Sections, including:

- Development Services and Strategic Projects - Input and advice on public and environmental health matters in development applications and strategic projects.
- Economic Development and Urban Policy – Contribution towards relevant urban policy and Council's City Plan.
- Community Development and Vitality – Contributing to public health management of community events and working with community development staff on social wellbeing issues. Developing the inaugural Regional Public Health Plan.

4.1 Food Safety

Service Description

The food industry is an important business sector in the City of Salisbury, with a number of significant food processing companies established in the region.

The PEHS Division plays an important role in food safety regulation within Council's jurisdiction. Management of the State's *Food Act 2001* is a significant non-discretionary service area for the Division, entailing over forty percent of the Division's functional resource allocation.

Food Safety Inspections

All five EHOs within the Division are Authorised Officers under the *Food Act 2001*, primarily charged with ensuring 1054 food businesses (a slight increase from 1021 premises in 2014/15) comply with the Act. The Division adopts the SA Health Food Business Risk Classification system to determine food business risk categories and required inspection frequencies. Premise statistics for the City of Salisbury are presented in Table 4 below. Premise inspection fees are charged in accordance with Council's 'Food Inspection Fees Policy'.

Table 4 – Food Premises by Risk Category

Risk Category	Inspection Frequency	Number of Food Premises 2014/15
Priority 1 (P1) High Risk	6 monthly (ranges 3-12monthly)	306
Priority 2 (P2) Medium Risk	12 monthly (ranges 6-18 monthly)	221
Priority 3 (P3) Low Risk	18 monthly (ranges 12-24monthly)	184
Priority 4 (P4) Negligible Risk	24 monthly or no inspection	310

Process mapping for routine food inspections undertaken by the Division is provided at the completion of the Report (Appendix A, Map A).

In addition to scheduled inspections, EHOs investigate customer-initiated requests related to food product and/or premise standards, as well as 'suspected food poisoning investigations' in response to notifications by SA Health. In 2015, the Division responded to 87 customer initiated requests of relevance to the Food Act 2011.

A process map for the Division's response to food related customer requests is provided in Appendix A, Map B.

Food Safety Rating Program

The SA Health Food Safety Rating Program has now become a permanent fixture at participating restaurants, pubs and cafes across the state, including those within the City of Salisbury. The scheme involves awarding a business 3, 4 or 5 stars based on their food safety inspection results undertaken by Environmental Health Officers. Businesses achieving a star rating receive a certificate that is displayed to promote their high level of hygiene standards to customers.

There are currently 17 Councils participating in the scheme, and it is predicted that by the end of 2016, approximately 2700 businesses across the State will be award star ratings, which will give diners more information regarding the safety and hygiene of a food premises.

SA Health predict that as the star ratings become more recognisable, consumers will demand more information about safety and hygiene of food premises and this will lead to better food safety outcomes.

The City of Salisbury, who was a leader in the development of its own Pilot Food Safety Rating Program, is continuing its commitment and participation to the State Program and continues to work with SA Health on Food Safety Reference and Working Groups to further develop and improve the program. It's noted that the State Government aims to increase the number of Councils participating in the scheme and capture over fifty percent of high-risk businesses in the State.⁵

⁵ SA State Budget 2016-2017.

Whilst the program is a voluntary scheme it aligns with Council's corporate policies to make the City of Salisbury a place of choice for business and to promote community wellbeing.

Food Safety Audits

The Division provides a food premise auditing service for businesses that serve food to vulnerable populations, as required under the Food Safety Standard 3.3.1. These predominantly involve aged care and childcare facilities in the Council area. The team has three EHOs qualified to undertake Food Safety Audits. Whilst the training and examination process for EHOs is extensive, this investment in EHO skillsets has enhanced the team's capability in food safety and risk assessment. It also provides a valuable service to this food business sector. In 2015/16, the Division recorded a total of 60 premises requiring audit services (a slight increase from 57 premises). There is a desktop and field based audit undertaken as part of the service. The Division also undertakes audits for premises in other Council areas (11 premises). A fee for service applies to Food Safety Audits.

A process map of the Division's food auditing function is provided in Appendix A, Map C.

Service Performance Summary

A summary of the Division's food safety activities and performance observations is provided in Table 5 below. Note that additional observations are made based on a benchmarking analysis against 4 other Councils (presented in Section 5).

Table 5 – Performance Figures – Food Safety

Activity	Activity in 2014/15	Notes
Food Safety Inspections	799 Inspections required based on risk classification. <ul style="list-style-type: none"> 552 AFSA inspections conducted 247 Food Safety Rating program inspections conducted 289 follow up inspections conducted to ensure compliance with non-conformances identified during inspections 	The Division meets the required inspection frequencies based on food premise risk in the Council area.
Food Safety Audits	104 food safety audits (desk top plus onsite field audits) required and conducted by the Division	The Division is undertaking Food safety Audits as per the required frequency and undertake some audits in other Councils.
Food Related Customer Requests	87 customer requests undertaken in 2014/15	

Activity	Activity in 2014/15	Notes
Food Related Enforcement	Written warnings issued – 346 Improvement notices issued – 15 Expiation notices issued - 11	Note our benchmarking analysis (Section 5), highlights that Salisbury has a comparatively low level of enforcement activity.

Forecasted Legislative/Policy Changes

The SA Health and Local Government Association Food Act Memorandum of Understanding (MOU) Working Group has been established to continually review priority service standards and guides for the administration of the *Food Act 2001*. Recent developments include the development of a recommended food business risk classification and inspection frequency guide, which has been adopted by the City of Salisbury. The development of a Statewide Food Safety Rating Scheme has also been a key priority and the City of Salisbury has been pro-actively involved in piloting and implementing the voluntary rating scheme with 247 local businesses now involved.

The MOU Working Group's Action Plan for 2016-2018 highlights actions to review the SA *Food Regulations 2002*, to include (but not be limited to) a review of inspection fees (to be set to an appropriate level) and review of the current notification system. Given the importance of the food sector to economic development in the City of Salisbury, Council's contribution to this review process is recommended, in line with Council's objectives to accurately record operating food businesses in the area and to support local economic growth and regional strengths in food processing.

Division staff have highlighted the need to review the 'food business notification' system process for market traders and mobile food vendors (such as food trucks) that work within and across Council boundaries. The opportunity for a more centralised and streamlined permitting system for mobile food operators has been noted in a State Government Discussion Paper.⁶

It is recommended that the City of Salisbury contribute to consultation focusing on food business notification improvements from both a food safety and economic development perspective.

Issues and Opportunities Consultation

The PEH team are sufficiently meeting the food premise inspection volume required per annum, based on the risk classification of food premises in the Council area. The team have adopted standard templates (letters, notices, reports) for inspections to maximise their efficiency in correspondence follow-up to inspections and food audit reporting. Weekly team meetings allow for team assessment, peer review and support for decision on enforcement. The team is also transitioning to electronic mobile inspection pads to further improve efficiency of inspection follow-up and record-keeping. With three (3) qualified food auditors, the team offers a depth of experience in food safety and risk assessment.

⁶ Government of South Australia (2016). Food Trucks in SA. Discussion Paper.

Consultation with PEH Division staff and interdependent business unit representatives has highlighted some challenges and opportunities for consideration:

Challenges

- Maintaining an up to date register of active food premises in the area is a challenge for the Division due to significant non-compliance with the notification of new food premises.
- There are gaps in the reporting and notification of new food premises to Council. Therefore it is difficult to maintain an accurate, up to date register of active food businesses. It is recommended that Council participate in consultations regarding improvements to food business notification. Information and workflow planning should promote transfer of information on new or prospective food businesses between the Planning, Economic Development and PEH Divisions.
- Responding to unplanned high-risk investigations may require re-allocation or prioritisation of resources in the Division.
- Meeting reforms in regulations or standards is a continual resourcing consideration for the Division. Currently the Division faces an increasing number of home-based businesses requiring risk assessment and potential inspection. There are also an increasing number of mobile food premises that work across Council boundaries.

Opportunities

- The growth of the food industry is of key economic importance to the City of Salisbury. There is an opportunity for the PEH Division to provide a business establishment and education service to prospective businesses in collaboration with Council's Economic Development Team. This represents an important opportunity for early education on food safety and the Food Safety Act 2011.
- There is the potential to offer a BPay payment option to improve efficiencies for business in Salisbury.
- The PEHS Division should provide updated customer materials and training for customer service staff on dealing with new food premise establishment and food safety enquiries. This would continue to promote a high level of customer service and support for the PEH team in managing enquiries.
- Administration and inspection follow-up efficiencies can be explored through the use of electronic mobile inspection pads.
- The potential to extend the PEHS Division food auditing services to other Councils was raised. However benchmarking highlights that the Division operates a relatively lean team based on current workload levels, therefore there is limited capacity to extend service delivery.

4.2 Public and Environmental Health

Service Description

The PEHS Division has a pivotal role in protecting the public health and safety of the community. EHOs in the team are authorised under a range of Acts to respond to public health and environmental matters including the:

- *South Australian Public Health Act 2011*
- *Environment Protection Act 1993* (for action under the water Protection Policy)
- *Local Government Act 1999*
- *Safe Drinking Water Act 2011*
- *Supported Residential Facilities Act 1992*

Public health activities within the Division are diverse and include: scheduled inspections, permitting and licensing and response to customer requests. The range of investigations is varied, with 807 requests investigated in 2015. Public and environmental health enforcement comprises approximately thirty percent of the Division's resource allocation.

Scheduled Inspections

Undertaking scheduled inspections of health premises (premises that undertake activities of relevance to public health regulations). Inspections ensure that health premises and the operators are complying with the applicable legislation and codes of practice and are maintaining proper standards. Inspections are undertaken for:

- Recreational swimming/spa pool facilities
- Hairdressers, beauticians and skin penetration premises.

A process map of the Division's role in undertaking health premises inspections is provided in Appendix A, Map D.

Permitting and Licensing

The Division assesses applications and inspects system installations of waste control systems to ensure compliance with Public Health Act Regulations and the On-site Wastewater Systems Code. Refer to Appendix A, Process Map E. This is a relatively minor activity for the Division, with the majority of developments connected to mains sewerage.

Due to an assessment of occupational health and safety risks including, work at heights and potential access to confined spaces, the Division does not perform cooling tower audits. Annual registration of Cooling Tower and Warm Water Systems is undertaken through a review 3rd party audits and enforcement of non-conformances. The Division also responds to Legionella Investigations through sampling and desktop audits for notified cases of legionella. Refer to Appendix A, Process Map F.

Education and Response to Customer Requests for Public and Environmental Health

The team responds to a variety of customer requests or incidents of public and environmental health relevance. Investigation of a range of public and environmental health risks are undertaken covering topics such as, pest control, control of waste, asbestos management, environmental contamination risks (including reports on clandestine laboratories), hoarding and squalor conditions and water pollution discharge. Investigations may derive from community complaints/requests or reports from relevant government authorities.

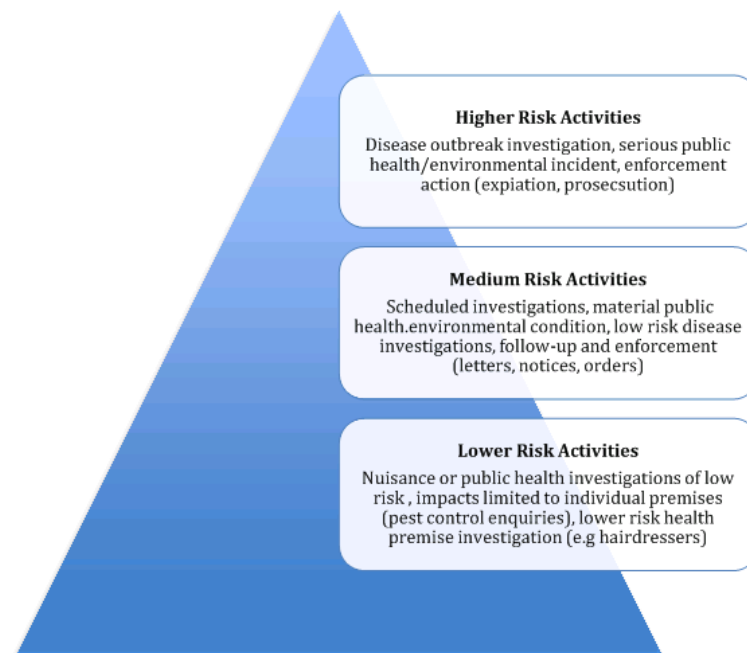
A process map of the Division's approach to responding to public and environmental health customer requests is provided in Appendix A, Map G.

The Division adopts a pro-active approach to education of the community on public and environmental health standards. The principles of 'environmental health risk assessment' are adopted in determining the level of investigation required. Whilst the Division strives to respond to all enquires efficiently, resource allocation may depend on the number of investigations being undertaken and their degree of significance or risk to the community

Enforcement response is dependant on a number of factors such as consistency, transparency and proportionality as outlined in Council's Enforcement Policy.⁷

Examples of the types of public and environmental health activities undertaken and their comparative level of investigation priority are highlighted in Figure 5.

Figure 5 –Comparative Risk of Environmental Health Investigations



Note – Figure 5 provides a conceptual example. The risk and priority of investigations is determined on a case-by-case basis.

⁷ City of Salisbury (2015) Enforcement Policy

Public Health Planning

The Division worked collaboratively with the Community Health and Wellbeing Division to develop the Council's inaugural Regional Public Health Plan. This Plan for the first time brings together and recognises the significant contribution Council makes to the health and wellbeing of the community and strategically plans for enhancement into the future.

The Plan addresses Council's responsibility for developing and maintaining a Regional Public Health Plan for the purposes of our operations under the *SA Health Act 2011*.

Service Performance Summary

A summary of the Division's public and environmental health activities and performance observations are provided in Table 6.

Table 6 – Performance Figures – Public and Environmental Health

Activity	Activity in 2014/15	Notes
Number of customer requests and or complaints investigated	807 investigations	The Division meets the required inspection frequencies based on food premise risk in the Council area.
Scheduled Health Premise Inspections Undertaken	120 inspections	Note that a self-audit tool is promoted for lower risk premises (hairdressers) as opposed to on-site inspections
Legionella Enforcement – Registration and Auditing of Cooling Tower and Warm Water Systems	27 licenses issued	The Division undertakes overall regulation and enforcement. Proprietors are required to engage a third party for annual audits.

Forecasted Legislative/Policy Changes

The Division has developed thorough processes for administration of legislation. Procedures and templates have been updated since the introduction of the Public Health Act 2011 and regulatory amendments across: waste control, legionella and wastewater.

The Division is well versed on the Severe Domestic Squalor Policy 2013 (introduced under the Public Health Act 2011) and has adopted the Guideline 'A Foot in the Door' for assessing squalor and hoarding conditions and the risk they pose to the community's public health. The Council participates in the 'Northern Collaborative Network Forum' (a multi-agency network focused on community education and cross-agency response to conditions of domestic squalor).

The *SA Public Health Act 2011* provides a flexible legislative framework to respond to emerging public health risks. Therefore new regulations or policy directions may evolve in response to public health issues. The Division needs to continually assess amendments to regulations, standards and codes to be developed under the *SA Public Health Act 2011* and resourcing impacts for the Council. Currently SA Health is focusing on guidance to detail State and local arrangements for responding to significant public health incidents and events.

The Local Nuisance and Litter Control Act 2016

Resourcing the administration of the new *Local Nuisance and Litter Control Act 2016* is a key priority for the PEHS team, as elements of the Act are relevant to the skills and functions of EHOs.

The *Local Nuisance and Litter Control Act 2016* was passed through Parliament on the 18th May 2016. Litter control functions of the legislations are expected to commence implementation in early 2017. Nuisance control related functions will commence on the 1st July 2017.

The Act creates obligations on local government to manage local nuisances and provides tools for enforcement. Local nuisance is defined in Section 17 of the Act and relates to nuisance which impacts on the amenity of an area, such as noise, odour, fumes, litter and insanitary or unsightly conditions. It also captures contravention of an Environment Protection Policy under the *Environment Protection Act 1993*.

The Act delineates responsibilities between Councils and EPA for local nuisance issues, specifying that Councils will have responsibility for nuisance issues that are not associated with activities of environmental significance. The Act also introduces a new legislative scheme for litter control in South Australia, including tiered offences, as well as new provisions for the use of surveillance for evidence gathering in the case of illegal dumping. The City of Salisbury is participating on a Working Group, involving the LGA, EPA and Councils representatives, tasked with drafting regulations under the Act.

Nuisance complaints data, issued by the EPA in August 2015 provides the following historic complaint statistics for the City of Salisbury:

- 40 complaints in 2012/13
- 48 complaints in 2013/14

It is difficult to forecast of complaint levels for local government based on State Government complaints data. With the introduction of the new Act, Council would generally expect a higher community complaint volume, reflecting increased community awareness of the ability to report nuisance and service expectations at the local level. Council's approach to resourcing the Act's administration should consider the nature and level of complaint risk and the best fit with regard to integration with existing functions across the: General Inspectorate Team (such as for litter and low risk nuisance complaints); the Planning Team (for overlaps with planning conditions and avoidance through the development process) and Environmental Health (for complaints of higher public and environmental health risk).

Issues and Opportunities Consultation

The PEH team is meeting the expected frequency of scheduled inspections under the *SA Public Health Act 2011*. The Division has responded well to the introduction of the Public Health Act 2011 and regulations developed under the Act. The Division has participated in professional networks and forums to keep informed of regulation and policy developments.

The team has adopted standard templates (letters, notices, reports) for inspections to maximise their efficiency in correspondence follow-up to inspections and reporting. Weekly team meetings allow for team assessment, peer review and support for decision on enforcement. The team is also transitioning to electronic mobile inspection pads to further improve efficiency of inspection follow-up and record-keeping.

Consultation with other representatives of other Council Divisions has highlighted that there is effective communication and collaborative enforcement on public and environmental health matters of relevance across Sections (Planning, Environmental Health and the General Inspectorate). The Division is pro-active in managing public health for community events (in collaboration with Community Development staff) and supports the Customer Service team with customer enquiries.

Consultation with PEH Division staff and interdependent business unit representatives has highlighted a some challenges and opportunities for consideration:

Challenges

- Responding to unplanned high-risk investigations/incidents may require re-allocation or prioritisation of Division resources. Contingency resourcing measures may be needed to continue to meet scheduled functions under these circumstances.
- Whilst the *SA Public Health Act 2011* enables flexibility, the Division needs to keep informed of planned regulations and standards under the Act and their impact on resourcing. The Division participates in professional forums to monitor policy developments.
- EHOs are undertaking a variety of low-risk transactional tasks that could be performed by administration of non-EHO qualified personnel. Examples include: issuing of standard letters for pest control enquiries; managing self-assessment surveys for low-risk health premises and initial educational response to common low-risk complaint types.
- New legislative requirements such as *Local Nuisance and Litter Control Act 2016* will require resource allocation with the Division. There is a need to determine Council's structure for the administration of this Act in consultation with other Council Divisions (the Planning, General Inspectorate and Operations Teams).

Opportunities

There is opportunity to facilitate administrative and customer service support for the PEH Division through:

- Identification of low-risk, transactional activities currently performed by PEH staff and opportunities to develop the administrative team to support these tasks.
- Provision of updated customer materials and training for customer service staff on dealing with new health premise/customer requests.
- There is opportunity to reduce work-flow duplication, maximise inspection follow-up efficiencies and administration through the use of electronic mobile inspection pads.
- In line with its Business Plan, the Division can continually review resource allocation based on risk management principles. There is opportunity to improve self-assessment for certain low –risk health premise proprietors (hairdressers, tattooists, beauticians and skin penetration premises) via an online platform.
- Investigate invoicing efficiencies for local businesses in Salisbury, such as BPay options.
- There is opportunity to further promote environmental health service areas and roles to increase community awareness of Council's work in this area. The Division could update educational materials and support preventive action (educate, encourage) for environmental health.
- There is opportunity for the PEH team to contribute to the Planning Division workflow planning and performance standard establishment for internal referrals on development assessments and inspections.

4.3 Supported Residential Facilities

Administration and licensing under the Supported Residential Facilities Act 1992 is a relatively small function for the Division with only two Supported Residential Facilities located within the Council area. The Division has one experienced EHO focused on this activity.

A process map of the SRF licensing and inspection process is provided in Appendix A, Map H.

The Division liaises with the Department of Communities and Social Inclusion (DCSI) on the administration of the Supported Residential Facilities Act 1992. The Environmental Health Association (EHA) of South Australia SRF Interest Group, is current monitoring the following developments:

- The impact of the National Disability Insurance Scheme (NDIS) on SRF licensing, funding and potential legislative reform to manage SRF standards under the scheme.
- The proposed development of an SRF MOU between State and Local Government by the SRF Association to promote consistency of auditing and enforcement.

There is the potential to involve staff with social service skills to work collaboratively with the PEH team on the assessment of care in SRFs in the

Council area. Given the low number of SRFs in Salisbury, there is the potential for Council to support a resource sharing approach/secondment with another Council for this activity.

4.4 External Services

The Division undertakes public health enforcement for the Town of Roxby Downs under contract for the Roxby Council. This service extension provides additional experience for Division staff as well as a model, which could be adopted for other service areas. Services are in accordance with the Roxby Downs Public and Environmental Health Business Plan and are offered on a cost recovery basis for labour and expenses.

4.5 Contracted Services – Immunisation and Mosquito Control

The Division engages external contractors for the provision of immunisation services and the implementation of a mosquito management program. Service analysis of these functions has been predominantly undertaken through consultation with key staff, contractors, service benchmarking (Section 5) and service budget analysis (Section 6).

Immunisation

The City of Salisbury provides a free immunisation service for pre-school and eligible school children. Council's contractor SA Healthfirst Solutions administers this service.

Free immunisations are provided for certain vaccines under the National Immunisation Program – Childhood and adolescent schedule.

Immunisation is currently provided at three community venues as summarised in Table 7. Council's contractor manages community enquiries and clinic administration.

Table 7 – Immunisation Services

Centre	Clinic Time
Burton Community Centre Waterloo Corner Road	Every Wednesday morning
Salisbury East Neighbourhood Centre Smith Road	Every Wednesday afternoon
Ingle Farm Recreation Centre - Kylie Crescent, Ingle Farm	Every Friday morning

Residents within the City of Salisbury may access childhood immunisation services through Council clinics, Medical Centres (through General Practitioners), and services in nearby Council areas. Overall childhood immunisation rates are provided in Table 8.

Table 8 – Immunisation Rates in Salisbury

Age Group	Salisbury Rate 2011/12	Salisbury Rate 2014	State Average in 2014
1 year of age	93.5	91.8	90.3
5 years of age	90.7	92.7	90.4

Whilst the City of Salisbury has relatively effective immunisation participation rates (close to the State average), benchmarking against other Council services highlighted that clinic clients and vaccinations for Registered Nurse (RN) hours are low in comparison (refer to the benchmarking analysis in Section 5).

Mosquito Control

The Division outsources a mosquito monitoring, surveillance and control program to an external contractor. The Council has transitioned from a predominantly surveillance and research focus to further focus on surveillance and treatment of mosquito breeding with the current service utilizing two forms of complimentary chemical treatments. SA Health subsidises up to fifty percent of the cost of this service. The City of Port Adelaide Enfield and SA Health, currently engage a contractor for a similar service. There is the potential to support a collective contract with these organisations. The SA Health subsidy is important for enabling Council financial support for this service.

5. Service Benchmarking

5.1 Benchmarking Methodology

The Program Review analysis incorporated benchmarking of priority performance matrices against four Council environmental health teams in South Australia. The project team undertook an initial review of the most recent and extensive Environmental Health benchmarking initiative completed by the Environmental Health Managers Forum (EHMF)⁸. The EHMF data clearly highlighted that the City of Salisbury had the highest performance amongst the benchmark councils for the number of food safety related inspections conducted and food business inspections per full time equivalent EHO. Additionally the data highlighted that the City of Salisbury had the lowest number of public vaccines per registered nurse per hour and number of School Based Immunisation Program vaccinations per visit.

The key EHMF benchmarks, as summarised above, are very consistent with the benchmarking undertaken with four participating Councils for this project. The City of Salisbury is performing strongly in the food safety related inspections but low in the key immunisation benchmarks.

Analysis was conducted against the City of Salisbury 2015/16 Environmental Health Operating Budget to determine the highest resource level activities that should be prioritised during benchmarking. These activities were reviewed and endorsed by the Project Manager and primarily fell into the following categories;

- Food Control
- Legislative Breaches
- Immunisation

A benchmark template was developed to obtain key data for priority benchmark target areas. Four Councils, featuring similar demographics and service delivery areas, were targeted to participate in the benchmarking initiative. Each Council was contacted and provided with a 'benchmarking purpose' to ascertain their interest and support of the benchmark exercise. With a strong response from all Councils, the data gathered was relatively high level and participation was on the condition that all data would remain confidential. Therefore benchmarking data for the other participating Councils is not provided in this report.

5.2 Benchmarking Data and Analysis

Analysis of the data has been undertaken and summarised below. Benchmark findings and recommendations have been incorporated into the overall findings in Section 8.

⁸ Environmental Health Manager Forum Service Comparison Exercise 2013/14.

Table 9 – City of Salisbury Environmental Health and Safety Benchmark Indicators

	Description	City of Salisbury Data
1	Actual routine food inspections per EHO FTE.	138
2	Actual total food complaints and inspections per EHO FTE.	329
3	Number or Improvement Notices Issued as percentage of total inspections.	1.47%
4	Average number of vaccinations performed per RN Hour.	8.13
5	Percentage of council performed vaccinations of actual council population (Public and Schools).	5%

Food Control – Benchmarking Observations

- The City of Salisbury has the lowest percentage of P1-3 rated food business which require a premise inspection (approximately 70% of Food Businesses) amongst the benchmark Councils. The majority of benchmark Councils have between 85-95% of food businesses rated P1-3. It is understood that ratings are checked and benchmarked through annual reporting to SA Health.
- The City of Salisbury has highest percentage of routine food inspections completed per EHO FTE at 138 with next best benchmark performance at 127.
- Salisbury has the highest percentage of total food complaints and inspections completed per EHO FTE at 329 with the next best benchmark performance at 261.

Food safety is the largest service scope area and budgeted resource for the PEHS Division with benchmarking data supporting an overall observation of a high performing team against key benchmarks such as food inspections per EHO.

Legislative Breaches – Benchmarking Observations

- The City of Salisbury has the lowest level of improvement notices issued.

Whilst food safety performance benchmarks were strong, it was noted that the City of Salisbury has a low percentage of improvement notices issued as a percentage of total inspections. The City of Salisbury formally correspond following all inspections for both satisfactory and unsatisfactory performance findings. A letter requesting corrective action of minor non-conformances is issued in lieu of improvement notices. These letters also result in follow up inspections where a time for compliance is provided.

It is recommended that the Division continue the practice of assessing the level of

follow-up and enforcement action in line with Council's Environmental Health Enforcement Policy. The Division's commitment to pro-active food safety education and promotion of standards through the Food Safety Rating Program should continue to be a focus.

Immunisation – Benchmarking Observations

- The City of Salisbury has a comparatively low amount of vaccinations per RN Hour.
- The City of Salisbury has the lowest percentage Council performed (in-house or third party) vaccinations to Council population.
- The City of Salisbury has a low level of vaccination clients.

There is a low vaccination uptake at the City of Salisbury immunisation clinics. Several contributing factors may include clinic locations, facilities, promotion and awareness, reputation, and the accessibility of other providers such as Medical Centres or neighbouring Council clinics.

Benchmarking Summary

The City of Salisbury is performing well against comparable benchmarks. Each of the benchmark Councils undertake and employ slightly different processes, risk models, support and service levels, therefore whilst the overall benchmarks are favourable they do not reflect the entire scope and responsibility of each benchmark.

6. Review and Analysis of the Division's Operating Budget

6.1 Operating Budget 2015-16

Review and Analysis

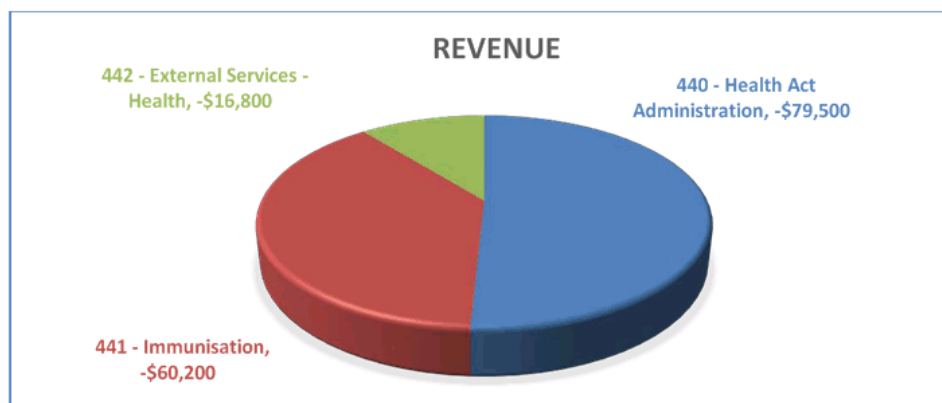
A review of the PEHS Division's operating budget for the previous financial year (2015-16) was undertaken. Primarily the review and subsequent analysis focused on the Division's revised operating revenue and expenditure budget as supplied by Council as part of the overall information gathering phase.

In addition, in-depth analysis of the Division's resourcing profile has been completed with the aim of providing feedback focusing on the efficient allocation of resources to perform services for the community.

Revenue

Divisional revenue is derived from three (3) main sources as depicted in Figure 6.

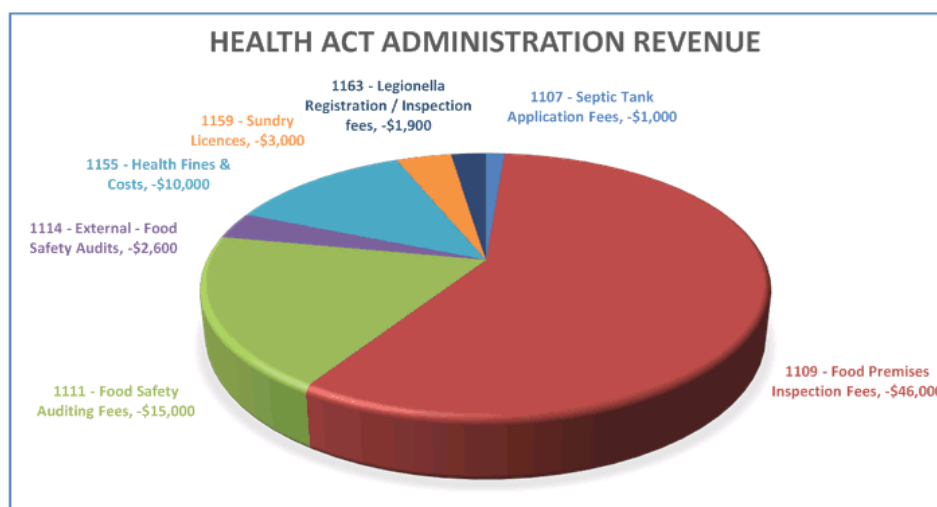
Figure 6 – Revenue by Cost Centre



The majority of income is sourced within the Health Act Administration (HAA) team, comprising 51% of overall revenue. This mainly consists of statutory Food and Environmental Health inspection and audit activities Council is compelled to undertake.

The vast majority of the \$79.5k revenue budget allocated to Food and Environmental Health activities comprises \$46k for Food Premises Inspections and \$15k for Food Safety Audits. Cumulatively this represents 77% of the HAA team revenue budget and 39% of the overall divisional revenue budget. Figure 7 below depicts various revenue streams derived through compliance activities with the Health Administration Act, ranging from fees for Septic Tank Applications to Legionella Registration and Inspection Fees.

Figure 7 – Health Act Administration Revenue Streams

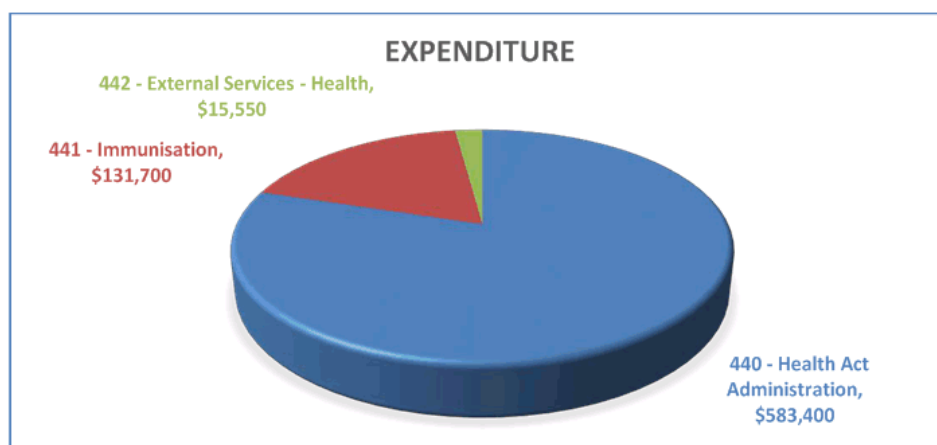


Importantly, for last financial year, actual divisional revenue exceeded expectations by \$19.5k representing a surplus to revenue budget of 12%, which is commendable given the majority of the surplus was derived in the Food Safety and Inspection services. The uplift in expected revenue for these activities may need to be taken into account when setting revenue targets and budgets in the future.

Expenditure

Division expenditure equates to \$731k, allocated to the three (3) cost centres previously mentioned, depicted in the chart below.

Figure 8 – Expenditure by Cost Centre

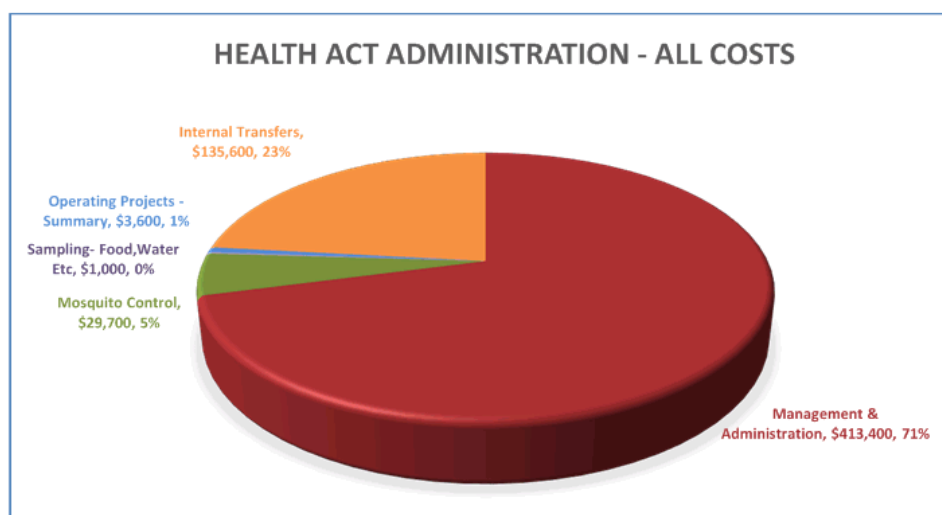


The vast majority of expenditure resides in the HAA team, equating to 80% of total divisional costs. This includes an internal cost recovery component which appears to account for employee on-costs and leave, IT equipment and other incidental costs totaling \$136k which management of the PEHS Division may have limited control of.

Operational expenditure exclusive of the recovery charge budget equates to \$595k, comprising of HAA function expenditure of \$448k, immunisation expenditure of \$132k and External Health Services of \$15k.

HAA function expenditure is predominantly labour oriented with Salaries and Wages comprising approximately \$400k of total Management and Administration expenditure of \$413k. It appears the vast majority of all business unit labour costs (exclusive of leave on-costs) reside in this cost centre. Management and Administration expenditure for the HAA function correlates to 71% of cost centre expenditure and 56% of divisional expenditure. The chart below outlines the various sources of expenditure for the HAA function.

Figure 9 – Health Administration Act Sources of Expenditure



Other operational expenditure allocated to the HAA function totals \$34k, or 6% of the cost centre budget, primarily attributable to delivering Mosquito Control.

The residual HAA function expenditure budget is attributable to the internal cost recovery charge primarily for employee on-costs and other corporate related incidentals. This charge equates to 23% of the HAA function budget and 19% of the business unit's expected costs for the last financial year.

Expenditure on immunisation services of \$132k equates to 18% of total business unit expenditure, mainly comprising of contractual commitments to third-party providers of Council's vaccination and immunisation program. The budget for the out-sourced immunisation services is \$76k, whilst another \$50k was for the specific purpose Hepatitis B Program in Schools. This latter program expenditure is budget neutral as a result of grant funding being allocated for the same amount in the immunisation function's revenue budget.

Similarly, expenditure budget of \$16k allocated to the External Health Services cost-centre is specific in purpose as a result of Council's current contract to provide public health services to regional local government body, Roxby Downs Municipal Council. This service is marginally revenue positive according to the cost centre bottom line.

Analysis of divisional staffing levels for last year reveals a total full-time equivalent (FTE) count of 5.4 FTE. This equates to an average FTE cost of \$76k, or with the inclusion of internal charge on-costs specifically for leave the average cost is \$98k per FTE. These average FTE cost outcomes are within an expected bandwidth for Council employee costs.

Net Cost of Service

The Division's net costs of \$574k predominantly consists of net expenditure within the HAA function of \$504k and the expenditure allocated for Council's outsourced immunisation program for \$66k, which is marginally offset by the ACIR (Australian Childhood Immunisation Register) reimbursement sourced from the federal government.

The final 2015-16 budget for the Council overall was not made available to the author's. However according to Council's 2016-17 consolidated budget presentation proposed by the administration on 27th June 2016, total expenditure for the 2016/17 financial year is forecast to be \$111.3m, of which Food and Health Regulation Services is forecast to be \$0.78m. This equates to 0.7% of total Council expenditure forecast for this current financial year.

Services Activity Analysis

Analysis of the PEHS Division 2015-16 Business Plan has also been undertaken primarily to ascertain if the activities committed in the plan have been recognised and allocated for in the operational budget.

The allocation of annual hourly activity across functional streams by the PEHS Division provides a positive insight into the level of detail management has engaged in, in order to assess the effectiveness of its resource base in delivering its services. This investigation focused on the allocation of activities and the hours allocated to each activity in order to highlight the resourcing profile (FTE) that has been used to reach service delivery targets.

Using data published in the plan, Table 10 represents the allocations of resourcing profile hours dedicated to each service activity for the 2015-16 year.

Table 10 – Service Activity Analysis

Activity (ALL)	Activities per Year	Hours per Year	Hours per Activity	FTE	% Hours / TOTAL Hours	Ranking	% Hours / TOTAL Hours	Ranking
					Including 'Leave'		*Excluding 'Leave'	
Food Premises Inspection	800	3,520	4.4	1.8	33%	1	39%	1
Food Safety Auditing	120	270	2.6	0.1	3%	7	3%	6
Enforcements	115	170	1.7	0.1	2%	12	2%	11
General Advice	200	200	1.0	0.1	2%	9	2%	8
Other Services	330	280	1.0	0.1	3%	5	3%	4
Education and Promotion	50	32	0.7	0.02	0%	16	0%	15
Health Premises Inspections	120	240	2.0	0.1	2%	8	3%	7
Enforcements	700	1,740	2.9	0.9	16%	2	19%	2
General Advice	190	188	0.8	0.1	2%	11	2%	10
Other Services	40	280	3.5	0.1	3%	5	3%	4
Education and Promotion	15	25	0.5	0.01	0%	17	0%	16
Immunisation*	0	100		0.1	1%	14	1%	13
Roxby Downs	0	100		0.1	1%	14	1%	13
Business Unit Management	0	1,550		0.8	15%	4	17%	3
Corporate Issues	0	200		0.1	2%	9	2%	8
Other	0	120		0.1	1%	13	1%	12
Leave	0	1,650		0.8	15%	3	*N/A	*N/A
TOTAL	2,680	10,664	4.0	5.4	100%		100%	

Extended to the data published in the plan is analysis primarily focusing on direct comparisons of hours committed for each activity, as a proportion of total divisional hours committed in the plan, which equates to approximately 10,664 hours across 5.4 FTE employed. For budgeting purposes, one (1) FTE will be allocated approximately 1950 to 2050 hours per year, therefore 1976 hours per FTE calculated for the PEHS Division satisfactorily sense checks for analytical purposes.

Total hours allocated to food related compliance activities equates to 4,472 hours, mainly consisting of food premises inspections of 3,520 hours or 79% of all food compliance activity hours. Total food related compliance activities represent the largest cohort of activity hours for the Division at 42% of all hours allocated.

Health related compliance activities total 2,473 hours predominantly consisting of Enforcements which have been allocated 1,740 hours equating to 70% of all health related activity hours.

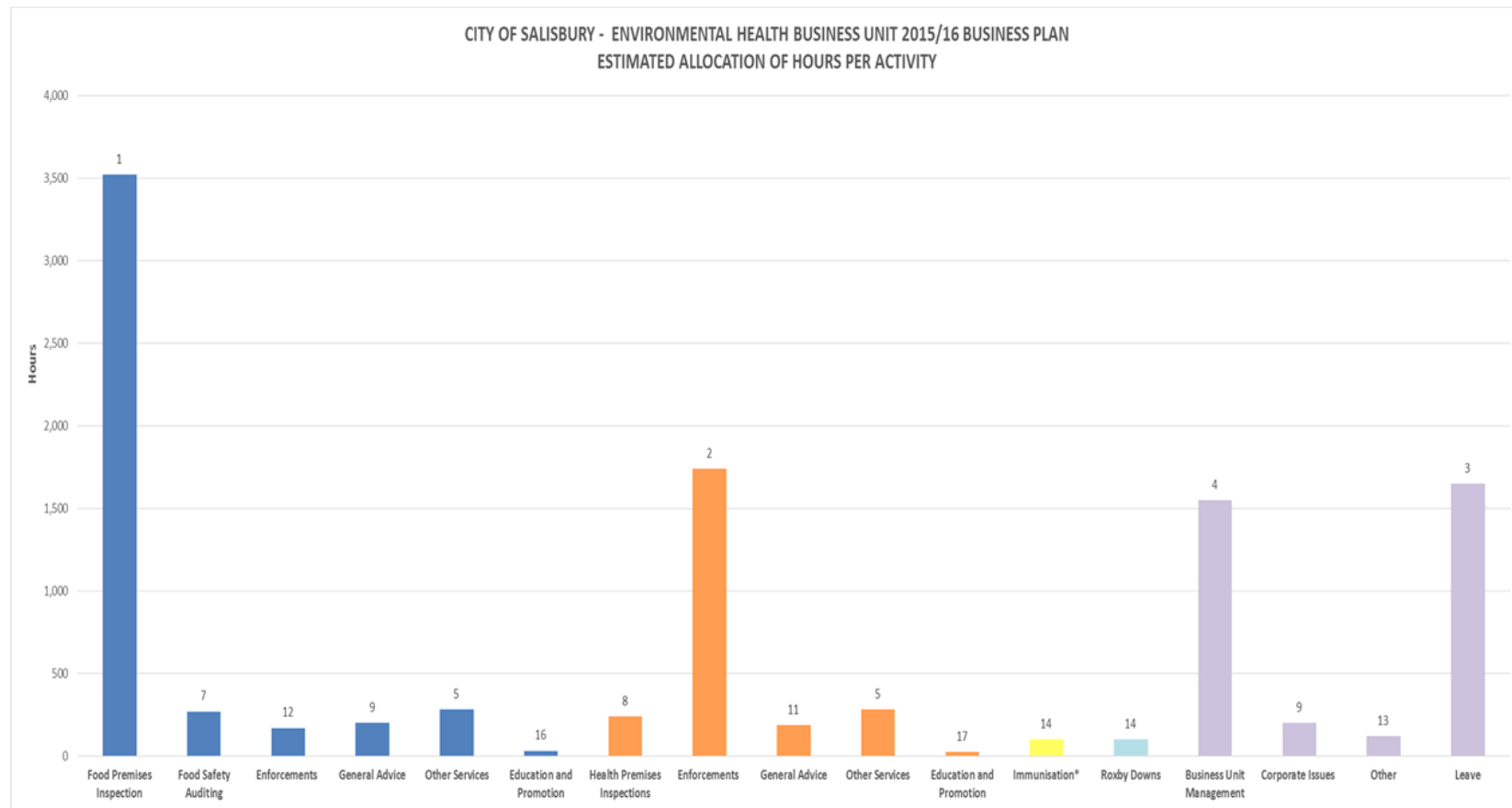
Immunisation and External Health Services have only been allocated 100 hours respectively. Immunisation services are provided through an outsourced immunisation program. External Health Services consist of providing a food and health compliance program to the Roxby Downs Municipal Council.

Division Management and other corporate activities total 3,520 activity hours. This comprises 1,650 'Leave' activity hours, which is a notional estimation of the liability that the Division has been allocated under its obligations to staff awards. A further 1,550 activity hours are dedicated to management and administration.

Activity Hours Ranking

In order to clearly depict the weighting of individual activity hours to the Division's overall service provision, Figure 10 below shows the total number of activity hours below and the ranking of that activity in terms of largest to smallest hourly allocations for all services.

Figure 10 – Division Activity Hours Ranking



Whilst it is expected that individual food and health related activities would be ranked highly as a proportion of total activity hours, it is significant that leave and business unit management rank third and fourth respectively in this analysis.

Equally as significant is the margin between those 2 administrative functions and activities more akin to those that would be performed by a public and environmental health service provider. For instance the next ranked activity is 'Other Services' for both Food and Health related compliance, both allocated 280 activity hours. The next ranked activity is then Food Safety Auditing allocated 270 activity hours.

Education and Promotion for Food and Health rank second last (16) and last (17) with 32 and 25 hours dedicated to these activities respectively.

Analysis Findings

Management and other administrative activity hours appear to be comparatively high, as to front-line service delivery activities. Inclusive of leave hours, these activities equate to one third of all activities undertaken by the PEHS Division for the 2015-16 financial year. Exclusive of leave hours, management and administrative activity hours equate to 17% of all business unit activities.

It is noted that management hours incorporates a range of activities of importance to the development and operations of the Division such as professional training and development, business planning, service delivery management, quality management and inter-governmental advocacy.

Whilst no other direct comparisons have been made to other peer-based public health divisions in the report, it is suggested that the cohort of activity hours comprised in the corporate and administrative activities firstly be reviewed for an accurate depiction of what those hours are dedicated towards within any publicly available planning document, and then re-allocated if deemed to be more accurately allocated to front-line service activity. If the allocation is an accurate depiction of the corporate activity, it is suggested management review the inputs and processes leading to the allocation, with a view to identifying efficiency gains where practicable.

Leave hours comprise 15% of all activity hours allocated. Further analysis reveals this equates to approximately eight (8) weeks leave allocated to 5.4 FTE for the year. This may be a prudent allocation of leave time for each and every employee within the Division, nevertheless a marginally less conservative estimation in the future may have a significant impact on the proportion of activity and costs allocated to non-front line services. It is also acknowledged that leave is non-discretionary Council cost.

Analysis has also revealed the fulfilment of food and health compliance services for Roxby Downs Council requires approximately 100 labour activity hours, resulting in a ranking of fourteenth (14th) for the Division's overall labour activity. According to the 2015-16 revised budget, this contract derives approximately \$17k in revenue for Council, offset by salaries and wages of \$8k and travel and other incidentals comprising of \$8k, resulting in a small budget surplus to Council year.

Given this outcome, it is suggested in the future Council consider performing a detailed analysis of the current resourcing profile (FTE), activity hour allocations and other service inputs, to determine if Council's expertise in the provision of this service may be leveraged and highlighted to other potential clientele.

7. Alternative Service Delivery Models

This Section provides an overview of alternate service delivery options that are available to Council. The risks and benefits of alternate options should consider:

- Cost effectiveness.
- Public and environmental health risk management and control.
- Level of retention of in-house skills and knowledge.
- Service levels to the community.
- Internal advisory services and interdependencies with other Council teams.
- Alignment with Council's Corporate Plan.

Current Approaches in South Australia

Public and Environmental Health services involve a variety of non-discretionary local government functions, where Councils are prescribed as the responsible authority under legislation.

Public and environmental health duties undertaken by Councils are premised on them being charged with certain powers under relevant legislation and are currently undertaken through the following key models in South Australia:

- Internal staffing – permanent or casual.
- Establishment of a local government subsidiary.
- Strategic Alliance of Councils/Sharing of Resources.

We are not aware of any Councils in South Australia which have fully outsourced their environmental health functions. Outsourcing of functions tends to only occur for certain public health activities or services, which do not require Council employees to be appointed as Authorised Officers, as prescribed by relevant legislation. Outsourcing may relate to community education, public health research, strategy development and project management.

Consideration of Alternate Models for the City of Salisbury

The City of Salisbury currently undertakes the majority of its functional services in-house, with certain services and programs outsourced to third parties. Alternate models and their applicability to Salisbury are highlighted below:

Establishment of a Local Government Subsidiary

Section 43 of the *Local Government Act 1999* enables two or more Councils (known as Constituent Councils) to establish a regional subsidiary to perform a function of the Councils in a joint service delivery arrangement. The function performed may be prescribed by the *Local Government Act 1999* or another Act.

The Eastern Health Authority is an example of a regional Local Government Subsidiary established under these specific provisions to undertake and manage environmental health services in South Australia. Since its inception in 1899 as the East Torrens County Board, the Eastern Health Authority has played a significant role in the promotion and enforcement of public health standards for its five constituent Councils⁹:

- City of Burnside
- Campbelltown City Council
- City of Norwood Payneham and St Peters
- City of Prospect
- The Corporation of the Town of Walkerville)

The City of Salisbury is the second largest South Australian Council based on population. According to the 2011 Census, the City of Salisbury has a population of 130,022, whilst the Eastern Health Authority services a population of 152,000. The City of Salisbury covers a geographic catchment of 158.1km² which is a larger overall catchment than the Eastern Health Authority region which covers 78.4 km². Whilst a regional model promotes economies of scale and availability to specialist support for smaller sized Councils, this approach may not be necessary for a Council the size of Salisbury. Particularly as benchmarking data highlights that Council performs well in terms of inspection workloads per EHO.

Consideration of advantages and disadvantages would need to include service models for other Council functions, which integrate with environmental health duties, for instance planning and development (such as the option for Regional Development Administrative Organisation)¹⁰. Factors to consider are summarised in Table 11.

Table 11 – Considerations for a Regional Subsidiary Model for the City of Salisbury

Category	Considerations
Cost Effectiveness	<p>Maintenance of current Division service efficiencies (as highlighted in the benchmarking).</p> <p>Increased travel costs.</p> <p>Potential cost efficiencies through a shared service model deriving economies of scale for equipment, professional development and community engagement.</p>
Risk Management and Control	<p>Maintaining Council Control and alliance with Council risk management requirements.</p> <p>Regional mutual liability coverage.</p> <p>Divesting control to arms-length entity with separate governance and reporting structures.</p>

⁹ <http://www.eha.sa.gov.au/>

¹⁰ URPS (2015). City of Salisbury Development Services Program Review.

Category	Considerations
Skills and Knowledge	Opportunities for staff specialisation through an increased catchment Minimum capacity and knowledge levels to retain internally
Service Levels	Control and management of service levels to the community Ability to adopt an integrated service approach across Council functions Potential for improved consistency across Council boundaries.
Internal Interdependencies	Accessibility to environmental health advice and policy input
Policy Alignment	Maintaining alignment with relevant Council policies and service principles.

Regional Alliances/Resource Sharing

There are various examples of Councils sharing resources at a functional level within South Australia. One key example is the current resource sharing arrangement the City of Salisbury have to deliver environmental health services to the Roxby Downs Municipal Council.

The *SA Public Health Act 2011* facilitates potential regional models through provisions for regional public health planning. This review has highlighted some opportunities to consider further alliances (which are highlighted in Section 8.1), including:

- Secondment of external Council services for activities which are minimal in scope for the City of Salisbury and where other Councils may offer effective expertise and resources such as: wastewater control and licensing of Supported Residential Facilities.
- Potential for a shared service mosquito surveillance and control contract with the City of Port Adelaide and SA Health.
- Potential for regional collaboration for immunisation services, including shared facilities or shared service provision.

Outsourcing of Services

The City of Salisbury currently outsources key services such as immunisation, mosquito control and specialist advice and research. Whilst important services to provide the community, these are relatively minor in scope as compared to the overall service profile the Division is charged with performing.

The scope of this program review did not extend to a commercial review of current contracts with specialist third party providers. Nevertheless there are a number of SA Councils that currently outsource the provision of immunisation services to experienced contractors.

Council may consider outsourcing options for key environmental health services, focusing on an effective contract management framework in order to maintain Council's customer service standards, productivity and risk management through outsourcing.¹¹ This consideration should also align with Council's strategic goals and also be comprehensively evaluated for its overall feasibility before embarking on a planned implementation, or otherwise.

¹¹ BRS (2016). Procurement and Contract Review
38

8. Program Review Recommendations

The Public and Environmental Health Service Division has a culture of continuous improvement with several key process improvements underway or recently implemented. It was found that the PEHS Division has an extensive and effective compliance framework.

Detailed process review mapping and analysis was completed across Division functions, together with external performance benchmarking of priority services. It is our conclusion that the Division is currently complying with public health legislation and monitoring key issues within the community in an efficient manner.

There is an opportunity for the Division to become more strategic and creative to attract and expand food premises within their region. Local economic development is a strategic initiative of the City of Salisbury and the food sector is a very important industry. Further resourcing towards food business education and establishment would complement economic development initiatives in the area. Improved strategic alignment with other Council Divisions including Development Services, Economic Development, Urban Planning should be encouraged for this initiative.

Process, benchmark and budget review findings and strategic recommendations are summarised below.

- Continue to focus on process streamlining and automation of activities with the aim of maximising the effectiveness of EHO service delivery.
- Identify and reassign planned, low-risk administrative activities currently performed by EHO's to administrative support resources.
- Review food enforcement performance to ensure minimal food risk exposure to Council and the community.
- Conduct a detailed review of the current immunisation service delivery with the aim to improve participant volume per clinic hours. This review shall consider: Council community service policies; community demographics and service demand; clinic facilities and locations; clinic schedules and regional service delivery options.
- Review internal budget and hourly activity allocations to more accurately reflect corporate and administrative activity and front-line service delivery.
- Explore the provision of in-house environmental health compliance services with other regional local government entities.
- Prepare an administration model for new legislative responsibilities under the *Local Nuisance and Litter Control Act 2016*.
- Continue to explore environmental health service and project collaboration opportunities with neighbouring Councils, in particular for:
 - a. Activities with minimal scope in Salisbury: wastewater control and Supported Residential Facilities.
 - b. A regional contract for mosquito surveillance and control.
 - c. Immunisation services including consideration of shared facilities or shared service provision.

Further to these strategic findings and recommendations, service area improvement opportunities have been categorised in Section 8.1

8.1 Improvement Opportunities

	Service Area	Sub-Service	Service Delivery Improvement Category				Recommendations
			Service Efficiencies	Alliances - Council Divisions	Regional Service Delivery	Contract Management	
1	Food Safety	Inspections	✓	✓			<ul style="list-style-type: none"> Improve the internal notification of newly established food businesses between the Development Services, Economic Development and Environmental Health Divisions. Investigate Council invoice payment efficiencies for local businesses in Salisbury, such as BPay options. Work with the Economic Development Section to educate and advise prospective businesses on premise establishment requirements and food safety compliance. Transition to the provision of electronically completed Food Safety Assessments through the use of mobile inspection pads. Expand the use of mobile technology to include follow-up letters and notices. Continue current practice of assessing the hierarchy of inspection follow-up and enforcement against the City of Salisbury's Enforcement Policy. The Division's commitment to pro-active food safety education and promotion of standards through the Food Safety Rating Program should continue to be a focus.
		Food Premise Auditing			✓		<ul style="list-style-type: none"> Investigate the extension of auditing services to businesses in other Council areas. There is the potential to extend services to Councils without qualified Food Auditors. However this needs to consider the resource capacity of the team (there is minimal excess capacity currently).

	Service Area	Sub-Service	Service Delivery Improvement Category				Recommendations
			Service Efficiencies	Alliances - Council Divisions	Regional Service Delivery	Contract Management	
		Customer Requests		✓			<ul style="list-style-type: none"> Update customer service resources and tools for initial response to food related customer requests. Provide training for the customer service and on common request types.
2	Public and Environmental Health	Health Premise Inspections ¹²	✓	✓			<ul style="list-style-type: none"> Investigate Council invoice payment efficiencies for local businesses in Salisbury, such as BPay options. Transition to the provision of electronically completed Health Premise Assessments through the use of mobile inspection pads. Expand the use of mobile technology to include follow-up letters and notices. Develop a resourcing and administration model for the implementation of the Local Nuisance and Litter Control Act 2016 (including the Public and Environmental Health, General inspectorate, development Services and Civil Services Divisions) Define low-risk transactional tasks which may be performed by administrative support staff or trainees. Transition EHO resources towards medium to high-risk issues. Implement on-line self-assessment for certain health premises (hairdressers, tattooists, beauticians and skin penetration premises). Participate in workflow planning and development of standards for development assessment referrals.

¹² Health Premises include premises that are required to meet public health standards under the SA Public Health Act 2011 such as public swimming pools and spas, hairdressers, tattooists, beauticians and skin penetration premises.

	Service Area	Sub-Service	Service Delivery Improvement Category				Recommendations
			Service Efficiencies	Alliances - Council Divisions	Regional Service Delivery	Contract Management	
		Customer Requests	✓	✓			<ul style="list-style-type: none"> Update customer service resources and tools for initial response to food related customer requests. Provide training for the customer service and on common request types. Prepare for the administration of the <i>Local Nuisance and Litter Control Act 2016</i>.
		Legionella Control	✓				<ul style="list-style-type: none"> Note: current approach is quite lean/efficient. Define low-risk transactional tasks, which may be performed by administrative support staff or trainees.
		Wastewater Control		✓	✓		<ul style="list-style-type: none"> Provide input into development performance standards and ensure referrals are responded to within agreed timeframes Due to the low volume of enquires, explore resource sharing/advise collaboration opportunities with Councils that manage wastewater enquiries on a regular basis.
		New (Nuisance Bill)		✓	✓		<ul style="list-style-type: none"> Develop an administrative structure for the <i>Local Nuisance and Litter Control Act 2016</i> to clarify roles and responsibilities across Council Divisions: Planning, General Inspectorate and Environmental Health. Investigate regional options for community and business education and surveillance under <i>Local Nuisance and Litter Control Act 2016</i>
3	Immunisation	Public Clinics	✓	✓	✓	✓	<ul style="list-style-type: none"> Undertake a review of Council's immunisation services including consideration of; <ul style="list-style-type: none"> Community demographics and demand for Council immunisation services.

	Service Area	Sub-Service	Service Delivery Improvement Category				Recommendations
			Service Efficiencies	Alliances - Council Divisions	Regional Service Delivery	Contract Management	
							<ul style="list-style-type: none"> Facilities (to ensure clinics offer a community friendly and professional environment). A facilities audit of existing clinics is recommended. Immunisation education and awareness programs aimed to increase participant volume Service levels and operating frequency against participant volume. Service locations based on community demand. Including investigation into service provision at the proposed new community hub in the Salisbury City Centre and the new Parafield Hub. Facilities should support a professional, community-friendly environment for immunisation (note. An immunisation area could be based on temporary use to enable space to be shared with other community hub activities). Total Cost of Ownership (TCO) of insourcing versus outsourcing options. The feasibility of a regional approach to immunisation (standardise facilities, service levels, community awareness and engagement).
4	Supported Residential Facilities	Licensing and Inspections		✓	✓		<ul style="list-style-type: none"> Support combined assessment with community development staff to assess standards of care in SRFs. Lobby for state government administration of the Act? Due to the low volume of enquires, explore resource sharing/advise collaboration opportunities with Councils that manage a higher volume of SRFs.

	Service Area	Sub-Service	Service Delivery Improvement Category				Recommendations
			Service Efficiencies	Alliances - Council Divisions	Regional Service Delivery	Contract Management	
5	Key Projects	Mosquito Control Program			✓	✓	<ul style="list-style-type: none"> Explore a regional surveillance and control contract with PAE and SA Health. Collaborate with PAE on education/awareness resources Ensure early input i engineering projects/developments on health impact assessment and mosquito management
6	External Services	Roxby Downs Environmental Health Services				✓	<ul style="list-style-type: none"> Ensure contract conditions are maintained for full cost recovery. Investigate extension of this model to other Councils for key services.



PROGRAM REVIEW

PUBLIC AND ENVIRONMENTAL HEALTH

BACKGROUND PAPER

January 2016

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Corporate Context

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

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

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

Key Direction 3, The Living City

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

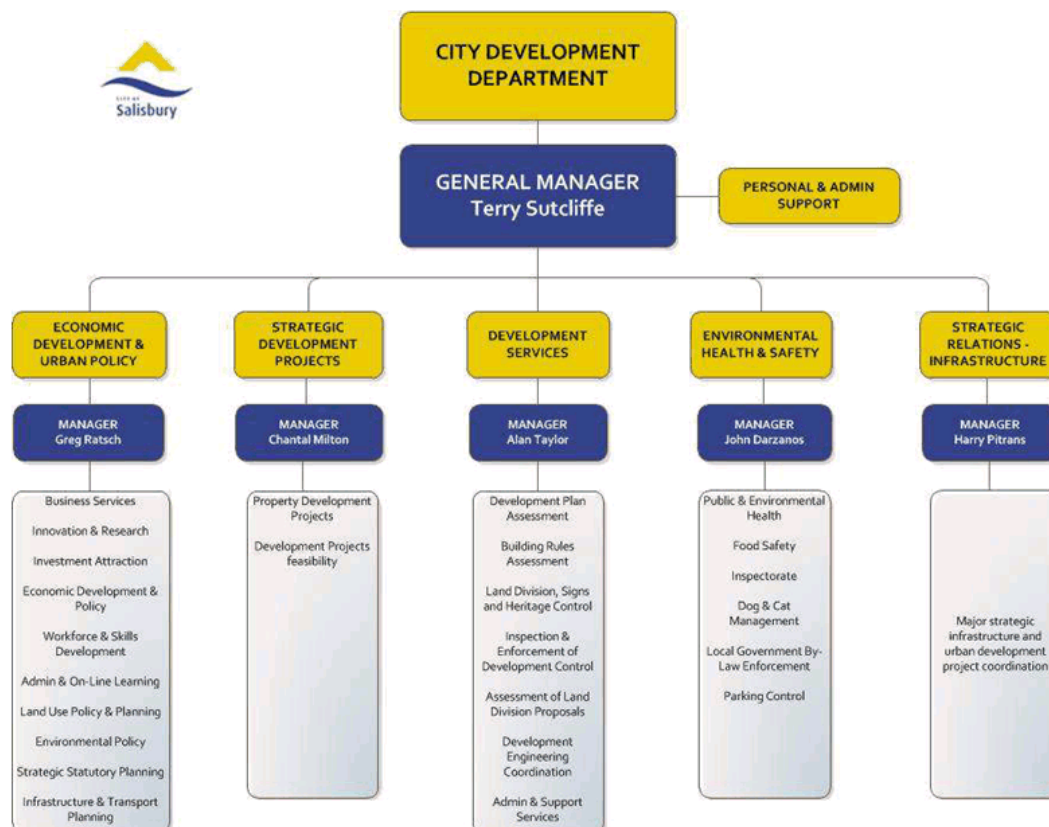
Key Direction 4, Achieving Excellence

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

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

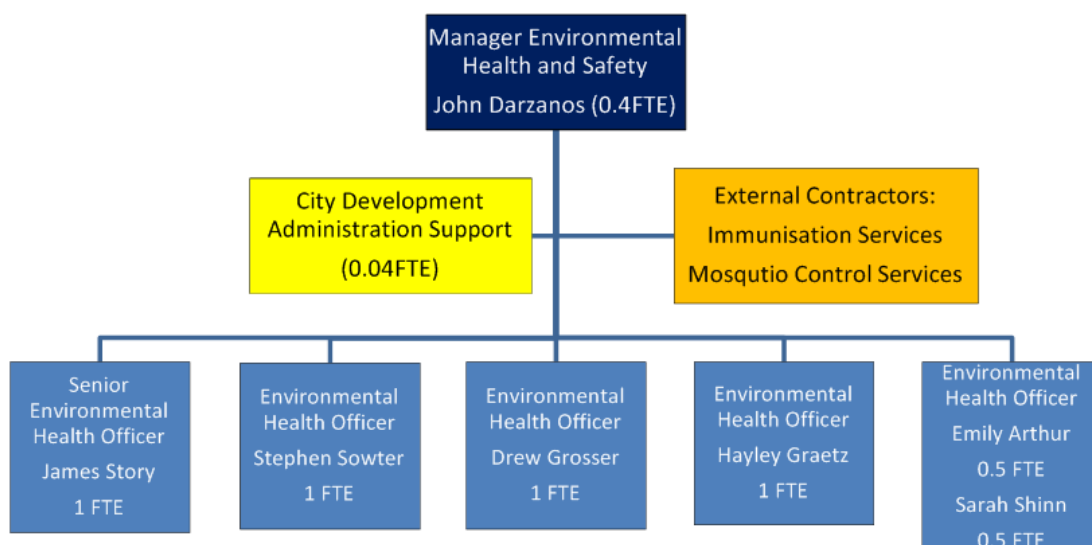
Structure & Resources

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



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

The structure is represented in the following chart:



Public and Environmental Health Services Operating Budget

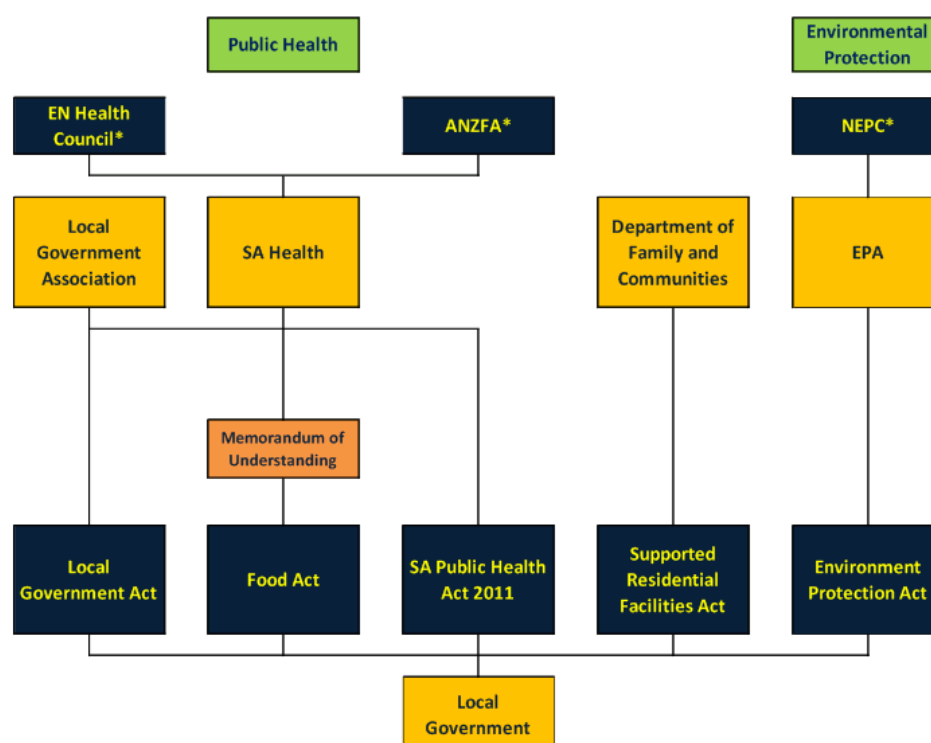
	2015/16 Estimated	2014/15 - Estimated	2014/15 - Actual
Budget Area	Income	Income	Income
440 - Health Act Administration	(\$69,500)	(\$73,100)	(\$91,292)
• Food Premises Inspection Fees	• \$41000	• \$40000	• \$49817
• Food Safety Auditing Fees	• \$15000	• \$20000	• 17406
• Health Fines & Costs	• \$5000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

Public and Environmental Health Services

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

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

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



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

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

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

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

- Ensuring that food offered for sale is safe and suitable for human consumption and is sold, stored, manufactured and prepared in a hygienic manner from hygienic premises.

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

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

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

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

FOOD SAFETY ACTIVITIES		
ACTION	TASK	ACTIVITY 2014/15
Food Premises Inspections Ensure that food premises and food handlers are complying with the applicable legislation and codes of practice and are maintaining proper standards	Regularly inspect food premises (including stalls and vans) with frequency based on a risk assessment rating (RAR), including FoodSafe Audits for FoodSafe Accredited premises.	785 Inspections Plus 289 follow up inspections and 43 complaint inspections
	<i>Food Safety Rating Program</i> Inspect food premises participating in the Food Safety Rating Program in accordance with frequency determined by program.	Included above
Food Safety Auditing Implement the requirements of Food Safety Standard 3.3.1 – Food Safety	Undertake the required audits of all applicable premises.	96 (desk top and field audits)

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

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

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

Public and Environmental Health Services – Program Review - Strategic Recommendations

Service Area - Sub Service City Plan Alignment	Recommendation	Management Response
<p>Business Unit Continuous Improvement</p> <p>City Plan Alignment:</p> <p>Enabling Excellence EE3.2 Use technology to support transformation within council and proactively address community needs</p> <p>Prosperous City PC3.4 Adopt digital technologies to improve productivity.</p>	<p>Continue to focus on process streamlining and automation of activities with the aim of maximising the effectiveness of EHO service delivery</p>	<p>Supported</p> <p>This is a continuous improvement initiative that will be continued and expanded across other Inspection types and across other Departments as required.</p> <p>The PEHS have implemented the mobile inspection system and have identified a number of improvements:</p> <ul style="list-style-type: none"> • reduced the need to transfer paper inspection forms to electronic processing • reduce workloads for administrative support staff, allowing re-allocation to new workloads • complete inspections online in real time and eliminate duplication in the office. • Improved customer service as report can be emailed immediately to the proprietor when completed in a professionally produced document rather than the current hand written checklist • The system can cover all Food Act and Public Health inspections • Work is continuing on developing improved reporting functionality. • Further Development will be required to expand into issuing invoices and orders from the field. <p>The PEHS is also working with Information Services to develop the Mobile Customer Requests module which will enable Customer Requests to be managed electronically from the field with the aim of providing similar process improvements as listed above.</p>
<p>Business Unit Continuous Improvement</p> <p>City Plan Alignment:</p> <p>Enabling Excellence</p>	<p>Identify and reassign planned, low-risk administrative activities currently performed by EHO's to administrative support resources.</p>	<p>Supported</p> <p>Internal continuous improvement and process improvement opportunity that will focus on administrative functions in the operational processes that can be better supported by administrative staff, including:</p> <ul style="list-style-type: none"> • Improving standard letters and information to enable low risk customer requests to be responded to by administrative staff or customer centre

Service Area - Sub Service City Plan Alignment	Recommendation	Management Response
EE3.1 Continually improve business practices to remove barriers and ensure appropriate levels of service that respond to emerging needs and opportunities .		<p>staff</p> <ul style="list-style-type: none"> • Opportunities to collate data for annual reporting and performance reporting
<p>Business Unit Risk Management and continuous improvement</p> <p>City Plan Alignment:</p> <p>Enabling Excellence</p> <p>EE3.3 Ensure Council decision making is well informed, transparent and complies with legislative and policy requirements</p>	Review food enforcement performance to ensure minimal food risk exposure to Council and the community.	<p>Supported</p> <p>This is a risk management and continuous improvement opportunity and will ensure that further action taken by PEHS is in line with the enforcement policy and action is being undertaken in consistent manner.</p>
<p>Immunisation Public Continuous Improvement and Service Delivery City Plan Alignment:</p> <p>Enabling Excellence</p> <p>EE1.1 Work with neighbouring councils to address issues of regional importance</p> <p>EE1.2 Work with State and Federal Governments to influence policy and</p>	Conduct a detailed review of the current immunisation service delivery with the aim to improve participant volume per clinic hours. This review shall consider: Council community service policies; community demographics and service demand; clinic facilities and locations; clinic schedules and regional service delivery options.	<p>Supported with the following amendment:</p> <p>A review of immunisation services is recommended to be undertaken in two stages. Stage 1 focussing on current services and stage 2 future service delivery options. The review will be subject to future reports to the Executive and Council for endorsement.</p> <p>Consideration for Current Service Improvements: Improve facilities (to ensure clinics offer a community friendly and professional environment). A facilities audit of existing clinics is recommended. Identify alternate facilities and locations based on demographics and</p>

Service Area - Sub Service City Plan Alignment	Recommendation	Management Response
investment decisions EE1.4 Collaborate with our community to ensure our services are relevant.		<p>demand Conduct immunisation education and awareness programs aimed to increase participant volume. Review service levels and operating frequency to improve utilisation.</p> <p>Consideration for Future Options: Review market providers and what impact Council clinics have on immunisation rates Consider new locations and potential to centralise immunisation facilities and align with other community related services (e.g. within the new community hub in the Salisbury City Centre). Conduct a feasibility study on regional approach to immunisation</p> <p>Funding In either option State and Federal Governments should be lobbied for increased funding to provide Local Government Immunisation Services</p>
Business Unit Operating Procedure City Plan Alignment: Enabling Excellence EE4.4 Collect and analyse information and data that enables council to anticipate and respond to emerging needs and opportunities .	Review internal budget and hourly activity allocations to more accurately reflect corporate and administrative activity and front-line service delivery.	<p>Noted Not considered a strategic recommendation, but an improvement opportunity for internal operating procedures</p>
Business Unit External Services Financial City Plan Alignment: Enabling Excellence	Explore the provision of in-house environmental health compliance services with other regional local government entities. (such as the service provided to Roxby Downs)	<p>Noted Any future opportunities will be subjected to the development of business case that addresses staffing capacity and the development of a pricing structure that reflects commercial returns.</p> <p>Current Roxby Downs Service model will also be subject to a business case</p>

Service Area - Sub Service City Plan Alignment	Recommendation	Management Response
EE4.1 Ensure long term sustainability through good financial practices, sound business planning and asset management		review to confirm on-going viability.
<p>Public Health Local Nuisance Litter Control Act City Plan Alignment:</p> <p>Enabling Excellence</p> <p>EE2.5 Develop a flexible, capable and engaged workforce that can meet the changing needs of Council and our community</p> <p>EE3.1 Continually improve business practices to remove barriers and ensure appropriate levels of service that respond to emerging needs and opportunities.</p>	Prepare an administration model for new legislative responsibilities under the Local Nuisance and Litter Control Act 2016.	<p>Supported</p> <p>The implementation of the LNLC Act will require the development of procedures and policies and will be subject to future reports to the Executive and Council for endorsement.</p> <p>Consideration will be given to roles and responsibilities across all relevant divisions of Council and including regional approaches to certain functions in the Act.</p>
<p>Business Unit Continuous Improvement</p> <p>City Plan Alignment:</p> <p>Enabling Excellence</p> <p>EE1.1 Work with neighbouring councils to address issues of regional importance.</p> <p>EE3.1 Continually improve business practices to remove barriers and ensure</p>	<p>Continue to explore environmental health service and project collaboration opportunities with neighbouring Councils, in particular for:</p> <p>a. Activities with minimal scope in Salisbury: wastewater control and Supported Residential Facilities.</p> <p>b. A regional contract for mosquito surveillance and control.</p> <p>c. Immunisation services including consideration of shared facilities or</p>	<p>Noted</p> <p>a. Activities with minimal scope in Salisbury: wastewater control and Supported Residential Facilities.</p> <p>Operational activities with low demand can be managed within current resources and skill sets of staff and regional resource sharing and collaboration will be considered as required.</p> <p>b. A regional contract for mosquito surveillance and control.</p>

Service Area - Sub Service City Plan Alignment	Recommendation	Management Response
appropriate levels of service that respond to emerging needs and opportunities.	shared service provision.	<p>This is be subject to further review and investigation by staff and changes to current program will require future reports to the Executive and Council for endorsement</p> <p>c. Immunisation services including consideration of shared facilities or shared service provision.</p> <p>This will be incorporated within Immunisation review as advised above.</p>

Public and Environmental Health Services – Program Review - Improvement Opportunities

Service Area	Sub Service	Service Delivery Improvement Category				Recommendation	Management Response
		Service Efficiency	Alliance – Council Divisions	Regional Service Delivery	Contract Management		
Food Safety	Inspections	✓	✓			Improve the internal notification of newly established food businesses between the Development Services, Economic Development and Environmental Health Divisions.	Supported Service and process improvement
						Investigate Council invoice payment efficiencies for local businesses in Salisbury, such as BPay options.	Supported Continuous improvement and process improvement and additional work required between Finance, IT and PEHS to investigate and implement.
						Work with the Economic Development Section to educate and advise prospective businesses on premise establishment requirements and food safety compliance.	Supported Service and process improvement
						Transition to the provision of electronically completed Food Safety Assessments through the use of mobile inspection pads.	Supported This has been implemented since the timing of review
						Expand the use of mobile technology to include follow-up letters and notices.	Supported Subject to further development and increased mobility of current systems, such as Pathways.
						Continue current practice of assessing the hierarchy of inspection follow-up and enforcement against the City of Salisbury's Enforcement Policy.	Noted and supported

Service Area	Sub Service	Service Delivery Improvement Category				Recommendation	Management Response
		Service Efficiency	Alliance – Council Divisions	Regional Service Delivery	Contract Management		
Food Safety	Inspections	✓	✓			The Division's commitment to pro-active food safety education and promotion of standards through the Food Safety Rating Program should continue to be a focus.	Supported The City of Salisbury has been pro-actively involved in piloting and implementing the voluntary rating scheme. The FSR scheme provides an alternative method to inspect premises and to administer Councils responsibilities under the Food Act 2001 and Regulations and does not increase resource demands compared to standard Food Safety Inspections. It provides an incentive to improve practices and raises consumer awareness.
Food Safety	Food Premise Auditing			✓		Investigate the extension of auditing services to businesses in other Council areas. There is the potential to extend services to Councils without qualified Food Auditors. However this needs to consider the resource capacity of the team (there is minimal excess capacity currently).	Noted Any future opportunities will be subjected to the development of business case that addresses costs and staffing capacity Current Auditing services are charged at a cost recovery model with rates reviewed annually. Desk Top audits are at \$88.50 an hour and Onsite Audits at \$182.00 per hour.
Food Safety	Customer Requests		✓			Update customer service resources and tools for initial response to food related customer requests. Provide training for the customer service and on common request types.	Supported Service and process improvement
Public and Environmental Health	Health Premise Inspections	✓	✓			Investigate Council invoice payment efficiencies for local businesses in Salisbury, such as BPay options.	Supported Continuous improvement and process improvement Additional work required between Finance, IT

Service Area	Sub Service	Service Delivery Improvement Category				Recommendation	Management Response
		Service Efficiency	Alliance – Council Divisions	Regional Service Delivery	Contract Management		
Public and Environmental Health	Health Premise Inspections	✓	✓				and PEHS to investigate and implement alternate payment opportunities..
						Transition to the provision of electronically completed Health Premise Assessments through the use of mobile inspection pads.	Supported This has been implemented since the timing of review
						Expand the use of mobile technology to include follow-up letters and notices.	Supported Subject to further development and increased mobility of current systems, such as Pathways
						Develop a resourcing and administration model for the implementation of the Local Nuisance and Litter Control Act 2016 (including the Public and Environmental Health, General inspectorate, development Services and Civil Services Divisions)	Noted Included in Strategic Recommendations Table
						Define low-risk transactional tasks which may be performed by administrative support staff or trainees. Transition EHO resources towards medium to high-risk issues.	Noted Included in Strategic Recommendations Table
						Implement on-line self-assessment for certain health premises (hairdressers, tattooists, beauticians and skin penetration premises).	Supported Service and process improvement Subject to consideration of legislation and risk management approach to ensure Legislated responsibilities have been met, and support from Information Services.
						Participate in workflow planning and development of standards for development assessment referrals.	Supported Service and process improvement

Service Area	Sub Service	Service Delivery Improvement Category				Recommendation	Management Response
		Service Efficiency	Alliance – Council Divisions	Regional Service Delivery	Contract Management		
Public and Environmental Health	Customer Requests	✓	✓			Update customer service resources and tools for initial response to Public and Environmental Health customer requests. Provide training for the customer service and on common request types.	Supported Service and process improvement
						Prepare for the administration of the Local Nuisance and Litter Control Act 2016	Noted Included in Strategic Recommendations Table
Public and Environmental Health	Legionella Control	✓				Note: current approach is quite lean/efficient. Define low risk transactional tasks, which may be performed by administrative support staff or trainees.	Supported Service and process improvement Low risk tasks include, issuing annual registration renewals and processing notices for audits.
Public and Environmental Health	Wastewater Control		✓	✓		Provide input into development performance standards and ensure referrals are responded to within agreed timeframes	Noted Service and process improvement Standards are considered acceptable and systems approved in association with development approval.
						Due to the low volume of enquires, explore resource sharing/advise collaboration opportunities with Councils that manage wastewater enquiries on a regular basis.	Noted Included in Strategic Recommendations Table Operational activities with low demand can be managed within current resources and skill sets of staff and regional resource sharing and collaboration will be considered as required.
Public and Environmental Health	Local Nuisance Litter Control Act		✓	✓		Develop an administrative structure for the Local Nuisance and Litter Control Act 2016 to clarify roles and	Noted Included in Strategic Recommendations Table

Service Area	Sub Service	Service Delivery Improvement Category				Recommendation	Management Response
		Service Efficiency	Alliance – Council Divisions	Regional Service Delivery	Contract Management		
						responsibilities across Council Divisions: Planning, General Inspectorate and Environmental Health.	
Public and Environmental Health	Local Nuisance Litter Control Act		✓	✓		Investigate regional options for community and business education and surveillance under Local Nuisance and Litter Control Act 2016	Noted Included in Strategic Recommendations Table
Immunisation	Public Clinics	✓	✓	✓	✓	<p>Undertake a review of Council's immunisation services including consideration of;</p> <ul style="list-style-type: none"> Community demographics and demand for Council immunisation services. Facilities (to ensure clinics offer a community friendly and professional environment). A facilities audit of existing clinics is recommended. Immunisation education and awareness programs aimed to increase participant volume Service levels and operating frequency against participant volume. Service locations based on community demand. Including investigation into service provision at the proposed new community hub in the Salisbury City Centre and the new Parafield Hub. Facilities should support a professional, 	Noted Included in Strategic Recommendations Table

Service Area	Sub Service	Service Delivery Improvement Category				Recommendation	Management Response
		Service Efficiency	Alliance – Council Divisions	Regional Service Delivery	Contract Management		
						<p>community-friendly environment for immunisation (note. An immunisation area could be based on temporary use to enable space to be shared with other community hub activities).</p> <ul style="list-style-type: none"> Total Cost of Ownership (TCO) of insourcing versus outsourcing options. The feasibility of a regional approach to immunisation (standardise facilities, service levels, community awareness and engagement). 	
Supported Residential Facilities	Licensing and Inspections		✓	✓		<p>Support combined assessment with community development staff to assess standards of care in SRFs.</p> <p>Due to the low volume of enquiries, explore resource sharing/advice collaboration opportunities with Councils that manage a higher volume of SRFs.</p> <p>Lobby for state government administration of the Act?</p>	<p>Noted</p> <p>Included in Strategic Recommendations Table</p> <p>Operational activities with low demand can be managed within current resources and skill sets of staff and regional resource sharing and collaboration will be considered as required.</p> <p>Support the need to lobby State Government for changes to the legislation to return administration to State Government.</p>
Key Projects	Mosquito Control Program			✓	✓	<p>Explore a regional surveillance and control contract with Port Adelaide Enfield and SA Health.</p>	<p>Noted</p> <p>Included in Strategic Recommendations Table</p> <p>A regional approach to mosquito surveillance and control will be subjected to further review</p>

Service Area	Sub Service	Service Delivery Improvement Category				Recommendation	Management Response
		Service Efficiency	Alliance – Council Divisions	Regional Service Delivery	Contract Management		
							and investigation by staff and changes to current program will require future reports to the Executive and Council for endorsement
Key Projects	Mosquito Control Program			✓	✓	Collaborate with PAE on education/awareness resources	Supported Service and process improvement
Key Projects	Mosquito Control Program			✓		Ensure early input into engineering projects/developments on health impact assessment and mosquito management	Supported Service and internal process improvement
External Services	Roxby Downs Environmental Health Services				✓	Ensure contract conditions are maintained for full cost recovery.	Supported Current Roxby Downs Service model will be subject to a business case review to ensure effective rates are established.
External Services	Roxby Downs Environmental Health Services			✓	✓	Investigate extension of this model to other Councils for key services.	Noted Included in Strategic Recommendations Table

ITEM	PRSC2
	PROGRAM REVIEW SUB COMMITTEE
DATE	12 September 2016
HEADING	Financial Services Program Review Brief and Background Paper
AUTHOR	Kate George, Manager Financial Services, Business Excellence
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	This report is to enable to commencement of the Financial Services Program Review. Attached to this report are the proposed program review brief and background paper for information, feedback and endorsement.

RECOMMENDATION

1. Information be received
2. The Financial Services Program Review Brief and Background Paper as set out in Attachments 1 and 2 to this report (Item No. PRSC2, Program Review Sub Committee, 12/09/2016) be endorsed.

ATTACHMENTS

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

1. Program Review Brief - Financial Services
2. Program Review Background Paper - Financial Services

1. BACKGROUND

- 1.1 Financial Services will be the final Program Review undertaken within the Business Excellence department, being scheduled to commence in August 2016. The initial steps required to commence the Program Review are the preparation of the Program Review Brief and Background Paper for review by the Program Review Sub-Committee (PRSC), which is the purpose of this report.

2. CITY PLAN CRITICAL ACTION

- 2.1 N/A

3. CONSULTATION / COMMUNICATION

- 3.1 Internal
 - 3.1.1 Executive Group
- 3.2 External
 - 3.2.1 N/A

4. REPORT

- 4.1 The key elements of the Program Review of Financial Services are:
 - Strategic relevance of services
 - Understand customer expectations / needs
 - Ensure compliance with legislative requirements
 - Review the efficiency and effective of service delivery
 - Consider alternative service provision options
 - Set KPIs for measuring performance
- 4.2 The Program Review Brief details the project deliverables which primarily focus on current state compared with desired future state, which is to be informed from stakeholder feedback. There is the need to determine how the gaps between current and future state are to be addressed which will provide a series of prioritised recommendations for PRSC and Council consideration.
- 4.3 Stakeholder feedback is seen as a critical element and it is proposed that a workshop with Elected Members would be beneficial to inform the program review. Further information on a proposed date, likely to be late November 2016 will be provided to Elected Members.
- 4.4 The Background paper seeks to provide a high level summary of the services provided by the Financial Services Division, and the resources that support this delivery. Emerging trends within this paper identify a number of external factors that may impact on our future operations including rate capping, and infrastructure levies, and are important aspects to explore as part of this program review.
- 4.5 It is intended that a consultant will be engaged to undertake the program review with the aim of having the consultant on board early November 2016, with reporting back to the Program Review Sub Committee on proposed recommendations / outcomes planned for March 2017.

5. CONCLUSION / PROPOSAL

- 5.1 The Financial Services Program Review is part of the overall Program Review initiative currently being delivered across Council. The review will consider the current delivery of service provision by Financial Services and compared to a desired future state which is to be developed from customer feedback, an understanding of the changing external environment, and alignment to our City Plan strategic directions.
- 5.2 The Program Review Brief and Background Paper are provided to the PRSC for review and feedback and to enable Council endorsement.

CO-ORDINATION

Officer: Executive Group
Date: 06.09.2016

Name:	Program Review – Financial Services
Number:	
Project Sponsor:	Charles Mansueto, General Manager Business Excellence
Project Leader:	Kate George, Manager Financial Services
Project Team Members	Kathryn Goldy, Team Leader Revenue Leigh Daddow, Senior Management Accountant Matthew Coldwell, Senior Accountant Projects & Assets Tim Aplin, Senior Accountant Chantal Milton, Manager Strategic Development Projects Christy Martin, Senior Coordinator Project Administration Michael Bennington, Manager Communications & Customer Relations

1. Background

The review will consider the current delivery of services by Business Excellence Department's Financial Services Division, to ensure that the services provided are appropriate and relevant, delivered through the best use of resources and provide value for money. Where practicable to do so the opportunity to undertake benchmarking will support future service direction and options.

The review will assess current service delivery by Financial Services and provide recommendations for future service delivery. Key components of the review will be:

- Strategic relevance of the service
- Customer expectations/needs
- Compliance with legislated requirements
- Efficiency and effectiveness of the delivery of services
- Alternative service provision options
- KPI / monitoring / measurement of performance

The review should identify opportunities to improve business support to the organisation including:

- Reporting & advice provision
- Capacity to respond to changing organisational activities and priorities
- Planning and scheduling activities
- Resource levels and capabilities
- Technology deployment to better support current and future business practices

The strategic direction for the organisation is detailed in Council's City Plan 2030 with Financial Services being aligned to Key Direction 4 – Enabling Excellence, and its objectives being:

1. Strengthen partnerships that enable us to better address our community's priorities
2. Develop strong capability and commitment to continually improve Council's performance
3. Have robust processes that support consistent service delivery and informed decision making
4. Embed long term thinking, planning and innovation across the organisation

Financial Services also have a role to play in delivering a Long Term Financial Plan that provides the resourcing needed to deliver the City Plan Objectives and Strategies, and maintain our financial sustainability indicators within the endorsed operating ranges.

Throughout the review, the division will continue to meet ongoing work requirements within existing resources.

Any recommendations arising from the review must incorporate a change management approach to support the implementation of recommendations through identification of timeframes & milestones and resource implications.

The consultant is expected to review recent/previous relevant material, including External Financial Audit and Financial Internal Control findings, previous Program Reviews impacting on Financial Services.

2. Objectives

The high level objectives of this review are to assess current service delivery by Financial Services to a range of customers with comparable providers both within government and the private sector, gap analysis of the services, capacity and capability of the Financial Services Division, and identification of service delivery options.

Project Deliverables:

Required deliverables to ensure service alignment with strategic directions include:

- Review current service provision including current status, scope, resource levels and service delivery. This includes an assessment of whether Council is meeting its statutory obligations in relation to the level and scope of services provided.
- Determine desired future state informed from benchmarking, customer expectations and needs, changes in the external environment, with focus on effectiveness and efficiency.
- Analyse desired future state against Council's City Plan to validate and identify further opportunities for change and improvement
- Assess desired future state and current service delivery model to identify the most appropriate service delivery models with reference to efficiency, effectiveness and value for money.
- Identification of gaps between current state and desired future state, and determine options for addressing including service delivery models, systems and processes, resourcing options, training and development, team structures, discontinuation of elements of current services, transfer in / out of services from / to other divisions.
- Identification of continuous improvement opportunities for service delivery in relation to
 - Systems & processes
 - Structure & resources
 - Capabilities, skills & knowledge
 - KPI's / Measurement

Project Management Deliverables:

Stage 1- Undertake Program Review – Measure the current status

- Review the current service delivery.
- Benchmark against comparable service providers.
- Mapping of the current services/systems/processes/thresholds/tools/resources.
- Assessment of the utilisation of current systems and resources.
- Identify and assess interdependencies with other functions / Divisions.
- Gather and analyse both quantitative and qualitative data with respect to customer satisfaction with current service.

Resourcing: External Consultant (8 weeks)

Project Team Members & Financial Services Team

Customers including Elected Members, Executive, Internal Customers

Timing: November 2016 – January 2017

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

- Assess strategic relevance of service
- Analysis of risk vs process
- Gap analysis
- Validation
- Alternative models of delivery
- Opportunities for enhanced delivery of services
- Improvement opportunities

Resourcing: External Consultant (6 weeks)

Project Team Members

Timing: January 2017 – February 2017

Stage 3 – Report: Recommended Actions/Implementation Plan

- Alternatives
- Enhancements.
- Implementation plan for program review outcomes.
- KPI's for adoption.
- Measurement/monitoring benefits realisation.

Resourcing: External Consultant (6 weeks)

Project Team Members

Timing: January 2017 – February 2017

3. Governance (include if known)

Project Sponsor:	General Manager Business Excellence - Charles Mansueto
Project Manager:	Manager Financial Services – Kate George
Project Team:	Kathryn Goldy, Leigh Daddow, Matthew Coldwell, Tim Aplin, Chantal Milton, Christy Martin, Michel Bennington
Assurance:	Reporting via Executive Group and to Program Review Sub Committee
Specialist Assistance:	External consultant to be appointed

4. Approach

Define: Develop understanding and agreement with Executive Group and Program Review Sub Committee regarding the scope and objectives of the review, the approach and commitment. Define program plan, change management assessment and communications plan, and refine resource and timelines.

Data Collection: Assessment of the current state comprising a review of current service delivery of Financial Services Division; relevant process analysis and benchmarking, feedback opportunities through customer survey and consultation; and consideration of current strategic alignment and delivery effectiveness.

Analyse: Critical analysis of future requirements including trends and directions in Financial Services delivery, strategic alignment, clarification and agreement of customer expectations and alternative service delivery models. This phase will assess viable options for future services and service delivery and identify a preferred option(s). The completion of this phase provides a decision point for recommendation of a preferred option(s), with the decision taken forming the basis of the implementation and change management plan.

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

Interdependencies:

Other program reviews may included recommendations that may impact on the future state of Financial Services Division.

Engagement of a Consultant:

Financial Services Division will seek competitive quotations from a minimum of five providers, in line with procurement thresholds and Council Policy on Contracts and Procurement. The Professional Services Agreement will be distributed with the Request for Proposal to expedite contract agreement on award.

A selective request for proposal through a market approach will be undertaken to a minimum of three consultants deemed to be appropriately skilled in work of this nature. A formal acquisition plan will be developed to guide the evaluation methodology and selection process.

The evaluation will be undertaken by the following staff selected as a result of their involvement in the Program Review and to ensure a transparent approach to staff involved in the review.

The panel will consist of:

Project Sponsor	General Manager Business Excellence – Charles Mansueto
Project Manager	Manager Financial Services – Kate George
Project Team Member	Senior Accountant Projects & Assets – Matthew Coldwell

The evaluation criteria will include the following elements:

- Corporate capability
- Methodology
- Demonstrated knowledge and expertise
- Resources / subject matter personnel
- Deliverables / Value proposition
- Price assessment (hourly rates, hours, resources)

The preferred consultant/consultants will be chosen based on the company demonstrating the best capability and synergy to deliver the Program Review and address the criteria detailed in the brief. Final assessment will assess the personnel identified to undertake the review and the overall value for money in the submission.

The tender recommendations will then be signed off by the General Manager, Business Excellence and a contract awarded through Contracts and Procurement to the successful consultant.

5. Communications

A detailed Communications Plan has been developed as part of project documentation, with some of the key objectives being:

- To provide staff with the opportunity to have ownership of the Program Review and allow input to this process.
- To provide an open and transparent process that provides opportunity for all levels to input into the Program Review thereby influencing its outcomes.
- To keep stakeholders informed of the process and progress of the Program Review.
- To identify roles and responsibilities in regards to communication and consultation.

6. Resources:

Budget: Consultancy **\$30,000** (GST exclusive)

Total CoS hours: To be determined upon consultant's quotation. It is anticipated that the majority of hours will be allocated by the Manager Financial Services, with support from the Project Team. There will also be time required from customers of the Division, and the broader Financial Services Team to enable information sharing, interviews and information gathering (considered minor commitment).

Assumptions: The Project Manager will support the delivery of the consultancy and to ensure that the project delivers on its objectives and within the designated time lines.

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

Key milestones are:

- Endorsement of Project Brief and Background Paper by Program Review Sub Committee – September 2016
- Market Approach for Consultant – October 2016
- Appointment of a Consultant to undertake Program Review – November 2016
- Present findings of Program Review to Program Review Sub Committee – March 2017
- Implement recommendations – timing to be determined once endorsed recommendations are known

8. Constraints and Risks

- Availability of suitable and experienced consultancy firm to undertake the project (mitigated through select tender).
- Availability of staff and Financial Services Manager to be involved in the Program Review given the day to day workloads of individual staff and teams (mitigated through timing of the review).
- Availability of internal customers to undertake workshops / surveys / interviews
- Availability of contemporary practice standards and measurement benchmarking.
- The potential negative impact that might be caused to staff as a result of the Program Review and the impact that this may have on productivity (mitigated through effective communication plan).

9. Background

Refer Program Review Financial Services Background Paper (attached)



Program Review

Financial Services

Background Paper

August 2016

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INTRODUCTION

This background paper is to be considered as part of the Project Brief for the Program Review of the Financial Services Division (FS) which sits within the Business Excellence Department.

A critical element towards improving Council's performance is to ensure that programs are delivered through the best use of resources and provide value for money for the Salisbury community. Accordingly it is necessary for Council to review service delivery options and levels of service of our programs, and FS internal service provision.

Program Review activity is generally related to ensuring the organisation is best positioned to respond to current and future operating environments and to assist in building a sustainable and responsive organisation.

The following have been identified as critical elements that must be addressed during each review:

- Strategic relevance of the service
- Customer expectations/needs
- Compliance with legislated requirements
- Efficiency and effectiveness of the delivery of services
- Alternative service provision options
- KPI / monitoring / measurement of performance

This Project Brief seeks consultant support to conduct a Program Review of the FS Division, Business Excellence. The focus of the review is to consider services in light of the organisation's current and future needs to support the external delivery arms of Council deliver for the community, and the efficiency of our services.

The purpose of the Financial Services Program Review is to review the level and methods in which financial services are delivered to the Organisation and to ensure that system capabilities are maximised.

The review should identify areas which provide improved business support to the organisation including:

- reporting, advice provision
- capacity to respond to changing organisational activities and priorities
- planning and scheduling of activities
- resource levels and capabilities
- technology deployment to better support current and future business practices

CORPORATE CONTEXT

Councils City Plan 2030 outlines the Vision, Values and Key Directions to achieve Councils goals. Financial Services primary role is to support and enable the external service delivery of Council. A key aspect of this is the provision of information to aid the decision making of Council directly, and supporting other parts of the organisation in financial analysis for their decision making purposes and reporting to Council. Being an internal service division FS primary focus is Key Direction 4 – Enabling Excellence, and its objectives being:

1. Strengthen partnerships that enable us to better address our community's priorities
2. Develop strong capability and commitment to continually improve Council's performance
3. Have robust processes that support consistent service delivery and informed decision making
4. Embed long term thinking, planning and innovation across the organisation

The City Plan has direct linkages to our Long Term Financial Plan, with objectives and strategies within the City Plan requiring resources to enable delivery. To maintain our financial sustainability indicators within the endorsed operating ranges and deliver on the commitments of the City Plan is a key deliverable supported directly by the Financial Services Team.

LEGISLATIVE REQUIREMENTS

The *Local Government Act 1999 (SA)* governs many aspects of the Financial Services Function with the more relevant elements detailed below:

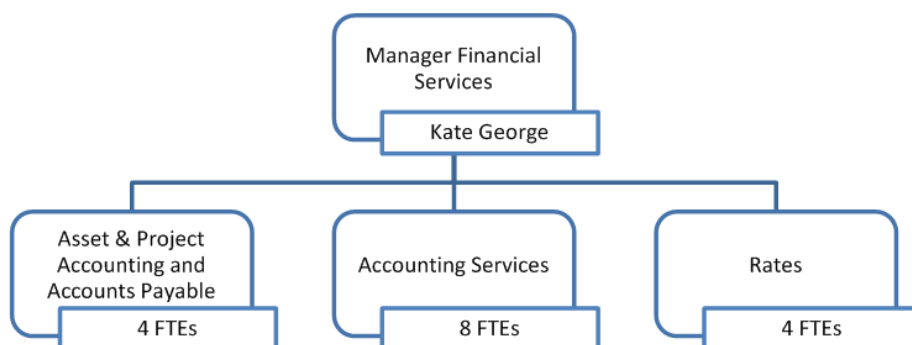
- S122 Long term Financial Plan requirements
- S123 Annual Business plans and Budgets
- S124 Accounting Records
- S125 Internal Controls
- S127 Annual Financial Statements
- Division 4 Financial Audit
- Chapter 10 – Rates and Charges

Further requirements are detailed in the *Local Government (Financial Management) Regulations 2011*, including Quarterly Budget Reviews and the application of Australian Accounting Standards. There are also requirements under indirect tax legislation including A New Tax System (Goods and Services Tax) Act 1999 and Fringe Benefits Tax Assessment Act 1986.

The current Internal Controls Framework, external auditing requirements, and the level of oversight by Council of a number of outputs including Financial Statements, Quarterly Budget Reviews, Treasury Management, and Councils extensive involvement in the Long Term Financial Plan and Budget processes results in much of the delivery of Financial Services function having a significant level of oversight aligned with legislative requirements.

The Financial Services Division has been structured to meet the various legislative requirements and to support the organisation as an internal service division.

FINANCIAL SERVICES DIVISION STRUCTURE



KEY SERVICES

Asset & Project Accounting & AP	Accounting Services	Rates
<ul style="list-style-type: none"> • Accounting for \$1.8bn Infrastructure Assets • Financial advice and support for the Salisbury Water Business • Processing and payment of 30,000+ Invoices and reconciliation of >100 Purchase Cards. • Finance System Support, Development & Administration 	<ul style="list-style-type: none"> • Business Partnering • Budget and Annual Plan • Quarterly Budget Reviews • Financial Statements & Statutory Reporting • Long Term Financial Plan • Facilitated Business Planning Processes • Grant acquittals • Tax Compliance • Treasury Management 	<ul style="list-style-type: none"> • Rate Generation for 59,000+ rateable properties • Maintaining property data for rates and electoral purposes • Rate collection processes • Raising and collection of other debtors

IMPROVEMENT PROJECTS IN PROGRESS

There are a number of projects identified within the FS business plan that are at various stages of implementation, with the more significant detailed below.

Asset & Project Accounting & AP	Accounting Services	Rates
<ul style="list-style-type: none"> • Accounts Payable Invoice Scanning project • Asset Componentisation and Contributing to Asset Management Improvement Project 	<ul style="list-style-type: none"> • New Initiative Bid process redesign and software implementation • Business planning software replacement 	<ul style="list-style-type: none"> • Valuation review where Development Applications have been lodged • Implementation of direct debit for rates • Online Rate Account balance enquiries • Online Payment Arrangements for Rates

FINANCIAL SERVICES DIVISIONAL BUDGET

	Budget 2015/16	Budget 2016/17
Asset & Project Accounting & Accounts Payable		
Wages & Salaries (4 FTE's)	375,400	383,600
Contractual Services	1,000	1,000
Materials	2,000	2,000
Other Expenses	3,000	3,000
Internal Expenses	5,300	5,300
	386,700	394,900
Accounting Services		
Wages & Salaries (9 FTE's)	909,000	941,000
Contractual Services	157,000	146,000 (1)
Materials	6,200	7,100
Depreciation	39,500	32,200
Other Expenses	271,750	300,150 (2)
Internal Expenses	9,500	12,277
	1,392,950	1,438,727
Rates		
Wages & Salaries (4 FTE's)	358,500	373,700
Contractual Services	280,000	275,000 (3)
Materials	38,500	38,500 (4)
Other Expenses	117,000	163,000 (5)
Internal Expenses	4,900	4,900
Statutory Charges	(127,300)	(127,300) (6)
Other Revenue	(15,800)	(16,000) (7)
	655,800	711,800
TOTAL	\$2,435,450	\$2,545,427

(1) Includes Australia Post Receipting \$100k, End of Financial Year Asset Revaluation
Unit Rates and System Modifications \$46k

(2) Includes corporate receipting costs Bpay \$106k, Banks Fees & Merchant Fees \$71k,
Emergency Services Levy \$54k, Audit Fees \$55k

(3) State Valuation Roll & supplementary reports

(4) Printing Costs - rate notices

(5) Includes Postage Costs for rates notices \$151k

(6) Certificate 7 fees

(7) NRM Levy administration fee

CORPORATE BUDGETS

The Financial Services Divisional Budget details the costs of the Financial Services Team. Additionally there are corporate budget that the Financial Services Team are responsible for including:

	Budget 2015/16	Budget 2016/17
Rates Revenue	85,730,000	89,339,538
Interest Income	723,050	155,500
Depreciation Expense	24,516,970	25,454,846
Interest Expense	2,191,200	1,880,978

These budgets are relevant when considering the responsibilities and activity levels of the team.

EMERGING TRENDS**Service Expectations**

In recent times there has been growth in some aspects of business partnering, and the service level expectation of our internal customers requires definition, including:

- Support for strategic projects and contract negotiations,
- Taxation advice,
- Assistance in Program Reviews
- Changes in business process and related systems from across the organisation

External Environment

Further there are changes in the external environment which also impact on FS business service delivery such as:

- Infrastructure Levy
- Northern Economy and capacity of our ratepayers
- Rate Capping and rate structures
- Legislative and Australian Accounting Standards changes

Undertaking an environmental scan to identify trends within the organisation and within the industry will assist in informing future service delivery requirements, resourcing impacts, system impacts and training needs.

EXTERNAL AUDIT FINDINGS

Over the past four years there have been no significant external audit findings identified by City of Salisbury's external auditors, Deloitte, with the provision of unqualified audit reports for both financial statements and financial internal controls (first audited year ended 30 June 2014).

CONCLUSION

The Background Paper is intended to provide a high level summary of the Financial Services Division to provide context to the program review to be undertaken. It provides details of the environment in which Financial Services operates, and the services that the Division provides to support the organisation in delivering for the community. The Division has been structured and resourced to perform traditional financial services including management accounting, financial accounting, together with the rates function. Over recent years there has been growth in requests from internal customers for commercial support and whether this trend is ongoing, and the resulting resource impacts are key questions to be considered as part of this program review.