



AGENDA

**FOR PROGRAM REVIEW SUB COMMITTEE MEETING TO BE HELD ON
10 OCTOBER 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 12 September 2016.

REPORTS

PRSC1 Economic Development and Urban Policy Program Review Update..... 5

OTHER BUSINESS

CONFIDENTIAL ITEMS

PRSC2 Findings of Program Review for Waste Transfer Station

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

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

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

CLOSE



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

12 SEPTEMBER 2016

MEMBERS PRESENT

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

STAFF

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

The meeting commenced at 6:43pm.

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

APOLOGIES

An apology has been received from Cr S Bedford.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr G Caruso
Seconded Mayor G Aldridge

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

CARRIED

REPORTS

PRSC1 Public and Environmental Health Services Program Review

Outcome

Cr B Vermeer left the meeting at 06:47 pm.

Cr B Vermeer returned to the meeting at 07:07 pm.

Moved Mayor G Aldridge

Seconded Cr G Caruso

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 (Item No. PRSC1, Program Review Sub Committee, 12/09/2016) be endorsed, and the Executive Group monitor the implementation of the actions, as required.

CARRIED

PRSC2 Financial Services Program Review Brief and Background Paper

Moved Cr L Caruso

Seconded Cr B Vermeer

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.

CARRIED

OTHER BUSINESS

Nil

CLOSE

The meeting closed at 7:22pm.

CHAIRMAN.....

DATE.....

ITEM	PRSC1
	PROGRAM REVIEW SUB COMMITTEE
DATE	10 October 2016
HEADING	Economic Development and Urban Policy Program Review Update
AUTHOR	Greg Ratsch, Manager Economic Development & Urban Policy, City Development
CITY PLAN LINKS	4.2 Develop strong capability and commitment to continually improve Council's performance. 4.3 Have robust processes that support consistent service delivery and informed decision making. 4.4 Embed long term thinking, planning and innovation across the organisation.
SUMMARY	This report provides an update on the Economic Development and Urban Policy program review. It highlights some observations and findings from stage one (review of current state) and stage two (external factors). These are provided for noting with options and recommendations to be provided as part of the final report.

RECOMMENDATION

1. That the update report be noted, and the matters identified in the report and arising in consideration of the report by the Sub-Committee be addressed in the final draft report to the Program Review Sub-Committee in December 2016 on the Economic Development and Urban Policy Program Review.

ATTACHMENTS

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

1. Comparison of Local Government Economic Development Functions

1. BACKGROUND

- 1.1 At its meeting on 22 August Council endorsed the Economic Development & Urban Policy Program Review Project Brief and Background Paper. The objectives of the program review are to:
 - Clarify the role and function of the Urban Policy team within the overall framework for developing strategy and policy within the organisation and leading strategic thinking;
 - Review the model for delivering economic development programs given changing regional structures, funding arrangements and changes in the business environment; and
 - Identify opportunities to improve organisational responsiveness to economic development and urban policy projects.

- 1.2 The methodology for the review contained a three stage process, namely:
- 1) Measure the current state;
 - 2) Assess external factors influencing service delivery and demand; and
 - 3) Identify and prioritise options.

The first two stages were to be completed by the end of September 2016 with the third stage being undertaken in October and November.

- 1.3 The timeline endorsed by Council included a progress report to be provided to the Program Review Sub-Committee at its October 2016 meeting.

2. CITY PLAN CRITICAL ACTION

- 2.1 Enhance the Polaris Centre's ability to support industry development (including food processing and green industries), international trade, entrepreneurship and engage meaningfully with business.

3. CONSULTATION / COMMUNICATION

3.1 Internal

3.1.1 Internal engagement has occurred with:

- Manager Community Capacity and Learning;
- Staff of the Economic Development and Urban Policy Division; and
- Information Services.

3.2 External

3.2.1 External engagement has occurred with:

- The eight Councils included in the economic development benchmarking component of the review (Adelaide, Charles Sturt, Onkaparinga, Port Adelaide Enfield, Marion, Kingston, Knox and Greater Dandenong);
- Department of State Development regarding future directions for the delivery of small business services in northern Adelaide;
- PIRSA regarding opportunities arising from the Northern Adelaide Food Park;
- Australia China Business Council regarding the positioning of the Polaris Centre to provide international trade services;
- 120 businesses that participated in the Polaris Centre client satisfaction survey; and
- Larger metropolitan Councils regarding their approaches to land use and strategic planning.

4. REPORT

- 4.1 This report provides a brief overview of the work undertaken to date in analysing Salisbury's approach to economic development and urban policy as well as touching on external factors influencing service delivery and demand. The final report, due to be considered by Council in December 2016, will include a fuller discussion of the research undertaken and the issues highlighted in this report as well as providing options and recommendations for Council's consideration.

- 4.2 A starting point for this review is understanding the needs of businesses and the views of business owners. In 2014 Council commissioned a survey of 300 businesses. The majority of businesses felt the main role of Council to be provision and maintenance of infrastructure that supports economic activity (56% of responses) followed by investment attraction (52%), land use planning/development assessment (39%), training opportunities for residents to gain workplace skills (36%), regulatory services (36%), university-business linkages (34%), practical business programs and advice (32%), ensuring availability of adequate employment lands (29%) and access to low cost water (26%). Of the above, responsibility for investment attraction, land use planning, university-business linkages, business support and availability of employment lands are currently the responsibility of the Economic Development and Urban Policy Division.
- 4.3 To better understand how other Councils approach economic development, information was sought and received from eight Councils regarding their focus, resourcing, functions and evaluation associated with economic development. A summary of findings is provided as Attachment One to this report. This comparison revealed that the City of Salisbury is unique in combining urban policy, strategic planning and economic development within the one division. Key points to note include:
- All Councils surveyed have a strong commitment to supporting economic growth but the type of services provided, the way those services are delivered and the grouping of specific services within the part of council responsible for economic development varies markedly.
 - A minority of Councils outsource functions, with small business services the most likely function to be outsourced.
 - Program evaluation generally lacks sophistication and is most likely to be focused on activity levels and client feedback.
 - Very few Councils have a strong working relationship with a university. Victorian Councils are more likely to be involved in local government-university partnerships than in South Australia.
 - All Councils surveyed, apart from the City of Adelaide, engage regionally on specific economic development programs.
 - Budgets of surveyed Councils range from \$390k to \$7.7 million with size of budget increasing proportionally with staffing numbers.
 - Of all councils, Salisbury is most reliant on external income and grants to support its economic development program with around 19% of total Divisional budget coming from external sources. This is solely concentrated in the economic development part of the Division and if costs relating to delivery of urban policy are set aside, the proportion of budget from external sources rises to approximately 25%.
 - This reliance on external funding flows through to staffing. Only Salisbury (3.6 FTEs) and Onkaparinga (1.0 FTEs) have staff reliant on external funding for the continuation of their positions.

- 4.4 As part of the review, McGregor Tan Research was contracted to survey 120 Polaris Centre clients regarding their satisfaction with services received. Despite a generally slight decline in satisfaction levels relative to the 2015 survey, McGregor Tan found the *“results of the research indicate that clients of the Polaris Centre are very satisfied with the services provided. This level of satisfaction is demonstrated through the various aspects tested which generally received high through to extremely high levels of satisfaction. There was also extremely high willingness to refer others to the Polaris Centre.”*

Furthermore, the majority of businesses surveyed were able to apply at least some of the information or advice received. When asked about the impact on business performance (in relation to mentoring) 24% of firms reported an increase in sales, 39% improvements in profitability and 18% in size of workforce. However as well as growing existing businesses and attracting new businesses, it is also important that as far as practicable assistance is provided to existing businesses to enable them to continue to trade (providing they are not inherently unviable).

- 4.5 Council’s objectives for economic growth as outlined in the City Plan (ie increased global focus, increased investment, increased job creation) and the business advisory services we provide could be better aligned This appears to be largely the result of:
- There is no filtering of businesses through imposition of eligibility requirements to access initial support or ongoing services (ie a universal service is provided), resulting in some services being offered to some businesses that do not neatly fit City Plan objectives;
 - External funding of services/resources requires us to meet the requirements of the funders, which can require some compromises on Salisbury service priorities to accommodate. An example is the need to deliver regional rather than Salisbury-focussed services;
 - A revenue model whereby firms that have a willingness to pay for services are provided with more intensive assistance;
- 4.6 The need to be both reactive - responding to opportunities as they arise - and proactive – plan and target specific areas such as food and China investment – in relation to our investment attraction activities. In addition, economic development services are geographically neutral with no explicit focus on specific precincts or priority areas such as those identified by Council in the Growth Action Plan, or in the Northern Economic Plan.
- 4.7 Implementing a focused approach will require more sophisticated approach to client identification, collection of client data, better processes for client follow-up and a robust evaluation framework. Central to this is a need to overhaul the existing Client Relationship Management system. An external assessment of the current system undertaken by Koolth has found it *“does not meet the wide and varied use of the data or the need for staff to access the system externally. Further, overall analysis of Polaris workflows indicates that some important data is not being captured and the available data is not easily reportable.”* It should be noted, however, that data collection meets Council’s legislative requirements in relation to records management.

- 4.8 The Polaris Centre provides information and advice to around 1,100 businesses per year. The times when firms typically access Polaris services are at start-up, when decline occurs or when growth opportunities exist. The introduction of the Small Business Development Fund has increased demand by start-ups for Polaris services and consequently the frequency of the Business Fundamentals program has increased to fortnightly. Rising unemployment and the closure of the automotive sector is also expected to increase demand for business start-up services as people consider self-employment as an option.
- 4.9 The recent decrease in industrial land prices has also seen an increase in investment inquiries over the past twelve months. This is likely to continue due to the significant availability of industrial land in the region and the continued underperformance of the South Australian economy compared to the national average.
- 4.10 The Northern Economic Plan provides a regional framework for addressing economic challenges and opportunities in Northern Adelaide. Since the beginning of the process Council has championed the need for investment in local business support services and building on existing assets/networks. Within this the Polaris Centre has been positioned as a:
- central delivery point for the Transforming Small Business Project (although no additional funding support has been received from State Government at this point in time);
 - office space for NEP-related staff (largely located in the Adelaide CBD and in a new office within UniSA Mawson Lakes campus);
 - potentially, a location for hosting a specialist in food industry collaboration in conjunction with PIRSA (leveraging off the Food Park and Salisbury's current strengths in food manufacturing and value-adding); and
 - a potential home for a Northern Adelaide Innovation Program centred on Technology Park .
- 4.11 The Division has a key role to play in driving outcomes for Salisbury under the NEP, particularly in the small business sector.
- 4.12 Further opportunities for Polaris potentially relate to being a hub for international trade in Northern Adelaide, a hub for thought leadership and research (building on the associations with Technology Park, UniSA and Northern Economic Leaders), and incubation of new businesses.
- 4.13 For many years Council has delivered its economic development services from a site not within a Council building. The rationale for this at the time was to provide a separately branded "front door" for business separated from the 'traditional' perceptions of Council services. Some of the potential impacts of separation however include:
- The need to satisfy the branding requirements of funding partners diluted the possibility of strongly highlighting the City of Salisbury's contribution;

- Sharing of intelligence about trends and issues in the business community gathered by the Division into other parts of Council, and vice versa, could be improved. Examples of this include information to help inform employment programs run through Twelve25 and our community centres; information about place activation activities that may support/impact upon businesses; and information about local supplier payments (as an indicator of business cash-flow stress);
 - There is potential to improve client management and case management for key businesses and investment opportunities across Council, which is also part of the broader ‘business friendly Council’ agenda being rolled out this financial year.
- 4.14 The decision to develop the Polaris Centre in 2011 as a co-located regional business support and economic development delivery channel made sense from a strategic perspective because it sought to integrate the regional delivery of business support services, share the cost of service overheads, reduce confusion experienced by business owners in understanding where to source assistance and improve client referrals between services. The changing nature of Polaris will be more fully canvassed in the Program Review’s final report however the salient points are:
- The Polaris Centre has been well received by the business community, albeit awareness of its services remain mixed;
 - In supporting the establishment of Polaris, Council assumed a head lease risk. Subsequently as partners lost funding, such as Innovate SA; sought to internalise their business focused functions, as in the case of the University of SA; or sought more flexible accommodation, such as NAMIG, Council has been exposed to a progressive increase in its rental contribution. Consequently there is now excess space and the office layout does not support collaborative work practices;
 - The positioning of Polaris as a regional delivery point has not resulted in significantly more funds to deliver those regional services and in some ways has diluted its ability to be overtly pro-Salisbury in its messaging and strategies; and
 - The absence of a regional governance structure or binding framework for service delivery with other Councils and the State Government has resulted in narrow, organisationally-specific considerations taking precedence over building an integrated model. (The Northern Economic Plan has potential to address this issue).
- 4.15 In regard to office accommodation, discussions have commenced with Renewal SA regarding future leasing arrangements (given the current lease expires in April 2017). A market scan of alternative commercial properties has been undertaken and very preliminary consideration has been given to locating into a Council building or other sites in the Salisbury City Centre.

- 4.16 The urban policy functions of Council were combined with its economic development functions in July 2014 with relocation of urban policy staff into Polaris later that year. The rationale for combining these functions was a recognition that many of the significant issues facing our community are economic in nature and by using our land use policies and strategic planning levers to address these issues then the social and environmental outcomes sought by Council could also be achieved. It was also a reflection of the broader strategic and policy planning role of the Urban Policy team, as evidenced by the lead role taken in the production of the City Plan 2030, and the need to effectively integrate economic, environmental and social factors in our strategic planning.
- 4.17 It is instructive to note that governments around the world are increasingly integrating urban policy and economic development activities through smart city initiatives. Increasingly cities are making the use of data and technology central to the way in which they understand, monitor and manage communities as well as redefining the interface between councils and citizens. For example, the use of smart city thinking underpins and integrates Singapore's approach to economic growth and urban planning. The Australian Capital Territory government uses technology to produce a real time score card of city and government performance which then in turn influences strategy development and service delivery.
- 4.18 The functions undertaken by the urban policy team include land use planning such as Development Plan Amendments; precinct master planning; strategic planning for matters such as growth areas, sustainability, social infrastructure, community safety and Salisbury City Centre; input into and implementation of key State Government planning policies and directions such as Planning Reform and the Thirty Year Plan for Greater Adelaide; and development of Council's City Plan. In addition ad hoc matters relating to housing, Council boundaries and advice on specific development applications are handled by the Division.
- 4.19 The role of the team has evolved over the past two years and will continue to evolve. Changes have included:
- A reorientation of the work program away from Development Plan Amendments to one with a greater emphasis on precinct planning and master planning;
 - Relocation of the strategic transport planning function to the Manager Strategic Relations -Infrastructure;
 - Adoption of the development of the City Plan and associated planning framework;
 - The recent departure of the Coordinator Urban Policy and the opportunity to reshape that role;
 - Greater integration of social infrastructure planning into Council strategic documents and responses to State Government directions;
 - A greater linkage between environmental management, urban policy, strategic planning and economic development matters, although much more could be done to strengthen those linkages; and

- The implementation of the Planning Reform process and the potential that this will increase the need to work regionally on land-use and strategic planning (given the lack of detail in the draft Thirty Year Plan around regional planning matters), and to also invest considerably more resources in community engagement at the policy development stage under the proposed Community Engagement Charter.
- 4.20 A review of Councils in South Australia found three structural approaches to strategic planning. The first, used by organisations such as Tea Tree Gully, Playford and Burnside, is a multi-disciplinary, centralised strategic and corporate planning structure. An alternative approach, used by organisations such as Campbelltown is largely decentralised with strategy development usually occurring within the work area responsible for implementation. Holdfast Bay and Charles Sturt have adopted a hybrid model. At Salisbury, strategy development has continued to be decentralised across the organisation, as has monitoring of city trends, research activities, community engagement and advocacy.
- 4.21 The City Plan seeks to integrate thinking and strategic intent around the key opportunities and issues facing our City, and there is a role for the Urban Policy Team to support a devolved approach to strategy and policy development across the Council, including support in monitoring and reporting on strategic outcomes under our City Plan consistent with Council's accountability framework.
- 4.22 The Urban Policy Team has also recently adopted responsibility for spatial master planning projects. There is also a potential role in:
- coordination of the spectrum of Salisbury City Centre projects and activities delivered by different parts of the organisation;
 - taking a project management role for initiatives that link urban policy with other functional parts of the organisation such as progressing a smart city agenda
- 4.23 These opportunities will be further investigated and explored as part of the role definition for the team in the final report. .
- 4.24 Finally, at this stage of the review the external environment remains fluid. Examples of this include:
- The practical implications of the State Government's planning reform agenda remain unknown, whether the Northern Economic Plan will deliver additional resources to Salisbury to support its economic development agenda is unclear, and the State's approach to funding small business services is still undertaken in the absence of a clearly articulated framework.
 - Federally, the Innovation Statement and the Smart Cities Plan provide opportunities to access funding should the business case for receiving that funding be sufficiently well articulated. However there is no clarity on whether the Federal Government will again exclude local government from applying for Australian Small Business Advisory services funding.

- There is movement around precinct development – the Northern Adelaide Food Park and the Land Combat Systems Precinct are being advanced; Renewal SA is seeking to dispose of land holdings in Technology Park; and the opportunities for the Salisbury City Centre arising from the Community Hub project could be offset by the potential removal of state government activity from the City Centre.
- The opening of the Stretton Centre and the decision by the State Government to locate a Manufacturing Technology Centre within the University of South Australia has fragmented the integrated approach envisaged some years back. The City of Playford is reviewing its economic development directions which may result in the withdrawal of funding from Polaris prior to the expiration of the MOU between the two councils. This has significant implications for whether Council continues to persist with championing a regional approach or becomes more locally focused.

4.25 These matters are unlikely to be resolved or even clearer by the end of the year, however they will have a germane influence moving forward.

5. CONCLUSION / PROPOSAL

5.1 This report has provided an update on the progress of the Economic Development and Urban Policy program review and some early observations. During stages 1 and 2 a range of issues and opportunities were identified. The next stage will involve developing a sound rationale for the Division's focus, identify options for service delivery and provide recommendations for Council's consideration at its December meeting.

CO-ORDINATION

Officer: EXECUTIVE GROUP

Date: 04.10.16

Comparison of Local Government Economic Development Functions and Resources

	Salisbury	Adelaide	Charles Sturt	Greater Dandenong (Vic)	Kingston (Vic)	Knox (Vic)	Marion	Onkaparinga	Port Adelaide Enfield
Principle Challenges & Opportunities	Employment creation, industry transition, increasing global focus, increasing innovation, stimulating demand for employment lands	Global competition, cost of doing business, red tape, small domestic market	Industrial transition to advanced services, active use of industrial land, tapping into innovation networks for SMEs	Automotive sector closure (opportunity for diversification), residents' skill levels	Global competitiveness, access to fast speed broadband, closure of automotive sector, manufacturing transition, food industry, SME export, maintaining jobs & future jobs	Digital disruption, globalisation, workforce skills, long term supply of employment & neighbourhood centre land	Insufficient local higher-value jobs Decline in manufacturing (need businesses to diversify), Tonsley & position close to CBD, major hospital & university	Developing a new economy, positioning Southern Adelaide as a destination, developing dynamic & resilient businesses and building a talented, knowledgeable and flexible workforce	Manufacturing transition, cost of doing business, business confidence
Active Businesses	6,292	15,278	8,006	12,500	18,000	12,899	4,540	8,627	7,937
Services									
Functions and Services	Business support, investment attraction, business events, digital economy, economic policy & analysis, international trade, start-up programs, green industries, urban policy, city strategy, precinct development (eg Food Park, Land Combat Systems)	Business support, entrepreneurship, investment attraction, Retail strategy, tourism (incl visitor services), sponsorships, international relations, city activation, precinct group support & Smart City Studio	Clusters, China engagement, export, SME collaboration, smart cities	Business support, economic policy, local procurement, local tourism, food industry development, business communications, investment attraction.	Business education, mentoring, footpath trading, trader parking permits, farmers market, chambers of commerce, business roundtables, networking, advocacy, business start up support, local supplier project, retail promotion	Business support, partnerships & alliances, development facilitation, investment attraction	Business support, investment & tourism promotion, regional partnerships	<i>Business Growth & Innovation team - Business Partner Program, Business Portal, Regional Workforce Participation, Business Activation and Placemaking, pop up shop Investment Attraction & Tourism team- Visitor Information Centre, Tourism and Tier One Events, DFI (focus on China), and investment attraction</i>	Economic growth, marketing & communications, tourism events & arts/culture (NB arts & culture will soon be moved to another part of the Council)
Outsourced Functions	Workforce development (Northern Futures)	Meetings & Conventions; International Education; Vacant building utilisation	Small Business Services	None	Some business education, farmers market	None	Small Business Services	Nil, determined in 2014 to deliver all programs in-house	Small Business Services
Model of small business support	In house with regional focus	In house	Outsourced – Adelaide Business Hub	In house plus use external providers	In house plus partnerships with industry and government bodies	In house but reviewing alternative models	Outsourced – Tonsley SB Advisory Service	ON Business Partner Program suite of free and premium small business support delivered via new ON Innovation Hubs and ON Business Portal 2017.	Outsourced – Adelaide Business Hub

	Salisbury	Adelaide	Charles Sturt	Greater Dandenong (Vic)	Kingston (Vic)	Knox (Vic)	Marion	Onkaparinga	Port Adelaide Enfield
Service evaluation	Activity levels, program feedback client satisfaction survey	Economic modelling, activity levels, macroeconomic indicators	Yes	Program feedback	Post-event evaluation, e-newsletter	Participant surveys. Looking to adopt Social Return on Investment Framework	Activity levels, client satisfaction	Strategic Actions in City Plan through indicators in Community Wellbeing Monitor	Progress against KPIs in ED Strategy
Working relationship with universities	Loose working relationship with UniSA around innovation, manufacturing & business support	No	No	Monash University – South East Melbourne Innovation Partnership	Cross marketing and co-hosting events University staff invited to participate in roundtables, business networking events and advisory committees.	Swinburne University of Technology – research, industry development, campus utilisation & professional placements	Flinders University - New Venture Institute & Flinders VC member of Southern Adelaide EDB	Flinders University has the New Venture Institute, eNVies and CoHab at Tonsley, and student outreach hub at Noarlunga TAFE.	No, but aim to build relationship with UniSA & University of Adelaide
Regional Involvement	Small Business Services, Northern Economic Plan, green industries	None really	China strategy, Building Western Adelaide, tourism & health cluster	Infrastructure, public transport, food sector, innovation capacity building	Region Food Economy initiative; ASPIRE – regional waste exchange initiative; Annual Regional Manufacturing Expo; South East Melbourne Manufacturing Alliance; Melbourne Business Awards	Bayswater Business precinct, Melbourne East Region ED Group, Smart Manufacturing 2016, Keeping Spaces Occupied (industrial backfill)	Southern Adelaide EDB, Tonsley Small Business Advisory Service, Southern Adelaide Industry leaders group (workforce & skills)	Southern Adelaide EDB and its associated Industry Leaders Group, DSD Work Ready and Jobs First programs, DPTI Darlington Local Participation Taskforce, NBN Broadband and Smart City rollouts	Building Western Adelaide, Northern Economic Plan, LGA Shandong Working Group
Budget and Staffing (Whole of Division/Team)									
Budget	\$1.89 million	\$7.7 million	\$400,000	\$1.3 million	\$943,575	\$565,000	\$535,000	\$1,202,859 Operational 2016/17 \$521,200 Projects 2016/17 \$400,000 ON Reserve part of \$1.6million three year fund	\$390,000
Proportion Council Funded	80.7%	100%	100%	100%	87%	97%	88%	Last decade traditionally 50% internal / 50% external (peak in 2013 at \$1.3m but average \$600-800K), but lately more 80/20 due to decreasing state & federal funds	100%
Staff (FTEs)	12.6 (notionally 7.6 for ED & 5 for Urban Policy)	22.07	2	7.8	4	3.4	3.5	12	2
FTEs Reliant on external funding	3.6	0	0	0	0	0	0	1	0

	Salisbury	Adelaide	Charles Sturt	Greater Dandenong (Vic)	Kingston (Vic)	Knox (Vic)	Marion	Onkaparinga	Port Adelaide Enfield
Business Engagement									
Engagement Strategies	Face to face, business support services, Northern Economic Leaders, social media	Face to face, forums, Lord Mayor forums with industry groups, corporate engagement through Office of Lord Mayor	Networking events, Western Business leaders	Co-design strategies, through industry alliances, Chamber of Commerce and Committee for Dandenong	Economic Development Advisory Committee with key business leaders. Monthly roundtable groups. Special purpose surveys for specific issues.	Surveys, business visit program & facilitated business forums	Through business associations, surveys, Southern Adelaide EDB & Industry Leaders Group	Economic Development Board ,Industry Leaders Group , Economic Development Forum (peak body for 12 Assn's), 12 x Business and Tourism Associations (one each suburb), Jobs and Skills Regional Network & ON Business Partner Program members and clients	Email newsletter, direct contact & through Adelaide Business Hub
Service Promotion	Email newsletter, social media (Facebook and LinkedIn), multiple websites, Messenger, billboard	Enterprise Adelaide newsletter, retail newsletter, Council social media	Targeted to growth sectors, through business associations & emails to database	Activities, newsletters, media & ambassadors	Website, business newsletter, quarterly hardcopy & electronic e-news, events, business Facebook & Twitter, local media, videos and conference presentations.	Website, e-bulletins, publications, business events, business visit program, alliances, Knox Business information stand, sponsorship, launches, through other parts of Council	Monthly newsletter, Messenger, Facebook, Council magazine, Council website, through business associations	ON Business Partner Program benefits, Case Management, Onkaparinga Magazine, webpage and social media, internal staff, National, Regional and Local awards & good news stories, business focus groups and surveys, Individual interaction working the mainstreets/precincts	Corporate newsletter, Facebook, database, direct contact with firms