AGENDA

FOR PROGRAM REVIEW SUB COMMITTEE MEETING TO BE HELD ON

14 AUGUST 2017 AT THE CONCLUSION OF SPORT, RECREATION & GRANTS COMMITTEE

IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY

MEMBERS

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

REQUIRED STAFF

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

APOLOGIES

An apology has been received from Cr D Bryant.

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Program Review Sub Committee Meeting held on 10 July 2017.

REPORTS

OTHER BUSINESS

CONFIDENTIAL ITEMS

PRSC3   Program Review Findings for the Property & Buildings Division

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)(a) 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 would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).*

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*

    - *Non disclosure of this matter would enable information that may have implications for resourcing/service levels to be considered in detail prior to a Council position in relation to the matter being determined.*

    *On that basis the public's interest is best served by not disclosing the **Program Review Findings for the Property & Buildings Division** 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.*

PRSC4   Waste Transfer Station Update

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) and (k) 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; and*

  - *tenders for the supply of goods, the provision of services or the carrying out of works.*

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*

  - *Non disclosure of this information in advance of a decision as to which course of action Council would prefer to take will protect Council's commercial position in relation to ongoing operation of the Waste Transfer Station and will protect third party commercial information.*

  *On that basis the public's interest is best served by not disclosing the **Waste Transfer Station Update** 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

10 JULY 2017

MEMBERS PRESENT

>   Cr E Gill (Chairman)
>   Cr S Bedford
>   Cr B Brug *(from 6:57 pm)*
>   Cr D Bryant
>   Cr G Caruso
>   Cr L Caruso (Deputy Chairman)
>   Cr D Proleta
>   Cr R Zahra

STAFF

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

The meeting commenced at 6.51pm.

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

APOLOGIES

An apology was received from Mayor G Aldridge.

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
13 June 2017, be taken and read as confirmed.

CARRIED

REPORTS

PRSC1   Program Review Findings Financial Services Division

Cr B Brug entered the meeting at 06:57 pm.

Moved Cr R Zahra
Seconded Cr L Caruso

1.   That recommendations from the Financial Services Division
Compliance Audit, Benchmarking Study and Customer Survey be
noted and the implementation be monitored by the Chief Executive
Officer and the General Manager Business Excellence.

CARRIED

OTHER BUSINESS

Nil

CLOSE

The meeting closed at 7.12pm.

CHAIRMAN…………………………………….

DATE…………………………………………….

ITEM	PRSC1		
	PROGRAM REVIEW SUB COMMITTEE		
DATE	14 August 2017		
PREV REFS	PRSC	PRSC2	13/02/2017
	PRSC	PRSC1	08/05/2017
	SPDSC	SPDSC4	11/04/2017

HEADING	Final Report Program Review for the Strategic Development Projects Division
AUTHOR	Chantal Milton, Manager Strategic Development Projects, City Development
CITY PLAN LINKS	4.2 Develop strong capability and commitment to continually improve Council's performance. 1.3 Have a thriving business sector that supports community wellbeing, is globally oriented and creates job opportunities. 1.4 Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice.
SUMMARY	This report provides a summary of the main findings of the program review of the Strategic Development Projects Division. The attached review provides rationale and outlines the full range of recommendations.

RECOMMENDATION

1. The Strategic Development Projects Program Review report (provided as Attachment 1, Item No. PRSC1, Program Review Sub Committee, 14 August 2017), be received and noted.

2. The recommendations listed in paragraph 4.8 of this report (Item No. PRSC1, Program Review Sub Committee, 14 August 2017) outlined below be endorsed:

   - Recommendation 15: Develop a new projects website, hosted and maintained internally to promote past projects, current projects, future projects and success stories.

   - Recommendation 17: Continue the approach adopted at Boardwalk at Greentree but focus on an open EOI to the home building industry to identify opportunities for joint house and land products that meet the specific needs of the projects, with the inclusion of price point caps and simplified submission requirements.

   - Recommendation 18: Develop promotion material and a database to provide information on the future opportunities to the not for profit housing sector to identify potential partnerships for consideration on future projects.

   - Recommendation 28: A review of all Division staff contracts to align to the adopted work program should be undertaken and extensions considered as appropriate.

- Recommendation 29: An additional 12 month contract position, anticipated at a level 7 ($91-$97k annual salary) be created in the Strategic Development Projects team. This role is to be focused around the project establishment, governance and Council reporting, filled either through an internal secondment or externally recruited contract position, to enable the committed work program to be delivered concurrent with the peak demand of work relating to the design and procurement of the Salisbury Community Hub project. Funding for the position for this financial year be met with an allocation from the wages and salaries provision with an appropriate offset through capitalisation into the relevant Strategic Development Projects.

3. The recommendations for administrative action itemised on page 6, 7 & 8 of Attachment 1, Item No. PRSC1, Program Review Sub Committee, 14 August 2017 be noted.

4. The Executive Group monitor the implementation of actions as required.

ATTACHMENTS

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

1. Strategic Development Projects Program Review - August 2017
2. Strategic Development Projects Program Review Background Paper - Febraury 2017

1. BACKGROUND

1.2 In February Council endorsed the Strategic Development Projects Division Program Review Project Brief and Background Paper (Item No. PRSC2, Program Review Sub Committee 13/02/2017).

1.3 The project brief proposed that the review be undertaken internally, with the draft report being externally peer-reviewed.

1.4 The timeline endorsed by Council included a progress report to be provided to the Program Review Sub-Committee and this was provided for consideration at its May 2017 meeting.

2. CITY PLAN CRITICAL ACTIONS

2.1 Deliver a new community hub in the Salisbury City Centre, incorporating library, civic facilities, offices and commercial spaces to stimulate investment opportunities.

2.2 Progress the revitalisation of the Salisbury City Centre

2.3 Develop Salisbury Oval to include an integrated recreation and residential project

2.4 Better use our data and the research of others to support evidence-based decision making and policy

3. CONSULTATION / COMMUNICATION

3.1 Internal

- Executive Group, Business Excellence Department
- All staff survey undertaken by Harrison Research

3.2 External

    3.2.1   External engagement has occurred with:

- Existing community surrounding the projects through a phone survey undertaken by Harrison Research
- Existing project and enquirer survey undertaken by Harrison Research
- Helen Dyer, Consultant – peer review.

4. REPORT

4.1 The endorsed objectives of the program review are to:

- Clarify the role and function of the Strategic Development Projects Division within the organisational structure and role in delivering strategic residential and commercial development projects;
- Review the model for delivering strategic development projects reviewing the governance/risk and project management procedures with Council acting in a commercial environment; and
- Identify opportunities to improve broader community value achieved through the delivery of the projects through aligning the future project pipeline to Council's adopted strategic objectives.

4.2 The review was undertaken internally with the findings externally peer reviewed by independent consultant Helen Dyer as well as by the Executive Group.

4.3 The review found that the City Plan 2030 places a high expectation on the Division to deliver components of the organisation's strategic agenda relating to both strategic project deliveries, including the Salisbury Community Hub, and reducing debt to increase capacity to fund strategic projects.

4.4 The Strategic Land Review endorsed by Council in April 2017 (Item No. 2.9.3, Strategic Property Development Sub Committee 11/04/2017) identified a potential 25-year development pipeline with the potential to yield between 1,069 and 1,600 new dwellings using standard density benchmarks allowing for land required for road and new nodal open space across the 82 parcels identified for further investigation for residential development. The Strategic Land Review included a five year prioritised work program for 2017–2021.

4.5 The work of the Division is well regarded within both the Development and Local Government industries, recognised through various awards including:

- 2015 - Urban Development Institute (SA) Local Community Development Award – The Reserve Diment Road

- 2016 – LG Professionals – South Australia Award Innovative Management Initiatives

- 2016 – LG Professionals – National Federation Award Innovative Management Initiatives

- 2016 – Shortlisted Urban Development Institute (SA) –Marketing Excellence for Boardwalk at Greentree with Connekt Urban Projects.

4.6 The Strategic Development Projects Division is primarily responsible for delivery of discretionary services that are not core business for Local Government, and ongoing delivery is subject to the ongoing support of Council and identification of a pipeline of projects.

4.7 The Division is required to be nimble to capture new opportunities in a rapidly moving, market driven environment operating commercially with an additional focus on community benefit, within a Local Government regulatory, probity and decision-making environment. Specific project management solutions are required to balance these two potentially competing objectives.

4.8 A range of recommendations were identified for consideration by the Sub Committee. These are (the numbering of the recommendations refer to their sequencing in the report):

Recommendation 15: Develop a new projects website, hosted and maintained internally to promote past projects, current projects, future projects and success stories.

Recommendation 17: Continue the approach adopted at Boardwalk at Greentree but focus on an open EOI to the home building industry to identify opportunities for joint house and land products that meet the specific needs of the projects, with the inclusion of price point caps and simplified submission requirements.

Recommendation 18: Develop promotion material and a database to provide information on the future opportunities to the not-for-profit housing sector to identify potential partnerships for consideration on future projects.

Recommendation 28: A review of all Division staff contracts to align to the adopted work program should be undertaken and extensions considered as appropriate.

Recommendation 29: An additional 12 month contract position, anticipated at a level 7 ($91-$97k annual salary) be created in the Strategic Development Projects team. This role is to be focused around the project establishment, governance and Council reporting, filled either through an internal secondment or externally recruited contract position, to enable the committed work program to be delivered concurrent with the peak demand of work relating to the design and procurement of the Salisbury Community Hub project. Funding for the position for this financial year be met with an allocation from the wages and salaries provision with an appropriate offset through capitalisation into the relevant Strategic Development Projects.

4.9 In addition a range of items were identified for noting by the Sub-Committee and administrative action. These are listed in the Executive Summary of the attachment. It should be noted that it is also proposed to fill the vacant position of Strategic Development Project and Design Coordinator, which has not been filled pending the outcomes of the Program Review. Commentary on this position is contained under recommendation 29 in Attachment1, noting that filling of this position maintains the status quo in terms of budget and resourcing, rather than representing an increase.

5. **CONCLUSION / PROPOSAL**

5.1 The review found the work of the Division is well regarded and the outcomes of projects provides Council and the community both the financial capacity and resourcing to deliver major strategic projects (including the Salisbury Community Hub), while also being central to the demonstration and market testing of alternative subdivision and housing types, jobs creation through construction and community amenity improvements. The review therefore proposes an approach of building upon the platform that is already in place rather than recommending wholesale change.

5.2 The Division has a significant role in delivering Council's City Plan agenda (as noted by the range of critical actions itemised in the report) and has an endorsed five year action plan as a result of the endorsement of the Strategic Land Review. While resourcing for the Strategic Development Projects component is currently considered adequate to deliver core projects under the Strategic Land Review, it is recommended that an additional 12 month contract position be created in the Strategic Development Projects team to enable the committed work program to be delivered concurrent with the peak demand of work relating to the design and procurement of the Salisbury Community Hub project. Funding for the position for this financial year would be met through a combination of allocation from the wages and salaries provision for operational costs and capitalisation into the relevant Strategic Development Projects.

5.3 To ensure that the recommendations of the review are implemented and aligned with other initiatives in the organisation, the Executive Group will monitor the implementation of actions, as required.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 07.08.17

STRATEGIC DEVELOPMENT PROJECTS PROGRAM REVIEW

AUGUST 2017

Contents

Executive Summary

Key Observations

- In the current climate where Local Government is expected to do more with less and the expectations of our community are rising, the Strategic Development Projects program has delivered Council an innovative approach to funding major capital projects.

- The opportunity presented by the Strategic Development Projects program is a "one-time" opportunity in respect to the re-use and development of surplus Council land, bringing with it a mandate to ensure this land will not be required for core business purposes for future generations and that community benefit and commercial returns are optimised through delivery.

- The Strategic Development Projects Division is primarily responsible for delivery of discretionary services that are not core business for Local Government, and ongoing delivery is subject to the support of Council and identification of a pipeline of projects. The first five residential projects have delivered a total of 366 residential allotments and are forecast to return net proceeds to Council (exclusive land value) of $23.9 million upon completion.

- Council's position on the delivery of these discretionary services and pipeline of projects could change at any time impacting on the Division; as a result resourcing of the Division is managed through contract arrangements. It should be noted, that any future decision of Council to cease delivery of these discretionary projects would trigger a need for Council to consider an exit strategy to manage existing project commitments through to completion meeting Council's contract and sale obligations that could extend over multiple years, depending on the property portfolio status at the time of this decision.

- The Strategic Land Review endorsed by Council in April 2017 (Item 2.9.3, Strategic Property Development Sub-Committee, 11 April 2017) has identified a potential 25-year development pipeline with the potential to yield between 1,069 and 1,600 new dwellings using standard density benchmarks across the 82 parcels identified for further investigation for residential development. With a further nine non-residential sites identified, the Strategic Development Projects pipeline has a total potential land area of 80.1 hectares to support the ongoing delivery of the Strategic Development Projects program. Noting that some of these parcels may be confirmed as not suitable for residential development following more detailed feasibility investigations.

- The Division is required to be nimble to capture new opportunities and respond to a rapidly moving, market-driven environment operating commercially, but with an additional focus on community benefit within a Local Government regulatory, probity and decision-making

Page 3

environment. Specific project management solutions are required to balance these two often competing objectives.

- The City Plan 2030 places a high expectation and workload on the Division to deliver components of the organisation's strategic agenda relating to both strategic project delivery, including the Salisbury Community Hub, and return of income to fund identified capital projects.

- Since establishment of the Strategic Property Program in 2009, the Division has sat within a number of different Departments within the organisation and there have been significant learnings in relation to the Division structure, skills and experience required of the team, resourcing requirement, and project management and delivery processes, to successfully deliver these projects and manage Council risk and exposure.

- The work of the Division is well regarded within both the development and Local Government industries recognised through various awards including:
    - 2015 - Urban Development Institute (SA) Local Community Development Award – The Reserve Diment Road
    - 2016 – LG Professionals – South Australia Award Innovative Management Initiatives
    - 2016 – LG Professionals – National Federation Award Innovative Management Initiatives
    - 2016 – Shortlisted Urban Development Institute (SA) –Marketing Excellence for Boardwalk at Greentree with Connekt Urban Projects.

Photo 1 - LG Professionals National Federation Award for Innovative Management Initiatives

Page 4

Recommendations for Council Endorsement

The Strategic Development Projects Program Review proposes a range of strategic and directional recommendations for Council's consideration in addition to various recommendations that are considered to be more administrative in nature. The recommendations for which Council endorsement is sought are listed below, noting that the recommendation numbering relates to the position of this within the balance of the review.

Recommendation 15: Develop a new projects website, hosted and maintained internally to promote past projects, current projects, future projects and success stories.

Recommendation 17: Continue the approach adopted at Boardwalk at Greentree but focus on an open EOI to the home building industry to identify opportunities for joint house and land products that meet the specific needs of the projects, with the inclusion of price point caps and simplified submission requirements.

Recommendation 18: Develop promotion material and a database to provide information on the future opportunities to the not for profit housing sector to identify potential partnerships for consideration on future projects.

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Page 5

Recommendations for noting and administrative action

The Strategic Development Projects Program Review proposes a range of strategic and directional recommendations for Council's consideration in addition to various recommendations that are considered to be more administrative in nature. The recommendations for noting by Council and administrative action are listed below, noting that the recommendation numbering relates to the position of this within the balance of the review.

Recommendation 1: The endorsed work program and timing as established by the Strategic Land Review (Item 2.9.3, Strategic Property Development Sub-Committee, 11 April 2017) is confirmed and the team resourcing, internal business partnering support and use of external consultants be confirmed to secure this outcome, subject to findings of the individual feasibilities, with regular reporting against the five year action plan undertaken through Strategic Property Development Sub-Committee 6 monthly.

Recommendation 2: Include potential influences such as grant funding and rebates as part of the commentary provided to the Strategic Property Development Sub-Committee as part of quarterly reporting to identify alignment to and promotion of opportunities to progress the Salisbury Development Projects agenda.

Recommendation 3: Examine each of the critical actions in the City Plan 2030 and existing Council strategies to identify potential showcase opportunities to be explored within the Strategic Development Projects agenda and include consultation with the Strategic Development Projects Division on relevant project briefs.

Recommendation 4: Investigate the inclusion of an external sculpture category within the Watershed Art Prize with the Strategic Development Project displaying the winning artwork as part of the landscape/ streetscape delivery.

Recommendation 5: It is recommended that the promotion of Council's success stories in respect to the Development Project agenda be reviewed to increase the profile of Council projects in the community and in the market.

Recommendation 6: A review of charge out rates is underway as part of the Field Services Program Review implementation. Staff from Strategic Development Projects and Field Services review the implementation of minor works support to ensure internal services meet the Strategic Development Projects service and cost requirements.

Recommendation 7: Development of a project cash flow forecasting model to guide project decisions from feasibility through delivery. Closer management of cash flow and timing of smaller projects to manage draw down of debt balanced against the relative cost effectiveness of loan funds to Council should be implemented.

Recommendation 8: A revenue forecast model is developed from the Strategic Land Review Model for all future forecasting of revenue for the Long Term Financial Plan, updated every 6 months in tandem with the update reporting on the Strategic Land Review through the Strategic Property Development Sub-Committee.

Recommendation 9: The multi-year Finance 1 structure developed for the Salisbury Community Hub is expanded to all future residential property projects to enable whole of sale life project budget management and reporting from Finance 1.

Recommendation 10: Time sheets be adopted for the Strategic Development Projects Division, with real capitalisation costs based on hours worked being allocated to the project as an improvement to generalised

Page 6

percentages allocation, to facilitate more accurate cost allocations on the property development projects relating to project oversight and management.

Recommendation 11: Establish a Strategic Development Project consultant panel, to enable efficient expert technical advice for a period of two years, based on pre-negotiated rates, rather than on an individual project basis.

Recommendation 12: For projects where there is an interface between civil works and strategic property development projects, update the Project Brief preparation and approval process to ensure that Strategic Development Projects are consulted to ensure that future residential projects needs are accommodated.

Recommendation 13: As part of updating the Strategic Land Review Action Plan, and reporting to Strategic Property Development Sub-Committee half yearly, clustering of projects should be considered to group timing of smaller projects, supported by consideration by Executive of a strategic contractor acquisition plan as required.

Recommendation 14:   Develop a project "umbrella brand" including logo for use in future projects.

Recommendation 16: A template should be created for recording variations adopted on the Strategic Development Projects to Council's standard technical specification or standard detail for consideration by Council's Technical Services Division for update to Council's standard specifications.

Recommendation 19: Investigate the structure for a project coordination group, for projects where residential land has been identified as part of a broader masterplan or other capital works project, to ensure communication and coordination across a project's lifecycle is managed.

Recommendation 20: Capture testimonials and good news stories from existing projects, both people who have moved into the projects and live around them to use to communicate positive benefit as part of engagement on new projects.

Recommendation 21: The new website identified in Recommendation 15 include a blog/latest news from site section for regular construction updates to meet the needs of both purchasers and surrounding community members, and include a section where community members can register for regular newsletter and email updates to improve regularity of information provided to surrounding community members.

Recommendation 22: All projects over 25 allotments in size should continue to include funds within the marketing budget for events on site to promote community connections, as a shared community and sales event.

Recommendation 23: Implement a "Pride in your Patch" initiative, which shares information and encourages verge maintenance and front yard establishment through gardening establishment and landscape prizes, to be funded from the project marketing budgets.

Recommendation 24: That an internal service delivery/business partnering arrangement be extended to include secondment into the Strategic Development Project Division to produce identified pieces of work to achieve the project pipeline timelines set by Council, and as an opportunity to increase the breadth of understanding on the Strategic Development Projects program across the organisation, in negotiation with the relevant Division workloads and priorities.

Recommendation 25: Increase the internal awareness of the Division and current projects in the organisation by developing and maintaining an internal website on COSI, populating the page with project information on

Page 7

developed, current and future projects, success stories, frequently asked questions, lessons learnt case studies and photos from site.

Recommendation 26: Implement a program of team meeting visits to other Divisions and Depot tool box meetings to share information about the projects, increase understanding of the unique needs and identify opportunities for improved collaboration and shared initiatives.

Recommendation 27: The Strategic Development Projects Team should be identified for early adoption of mobile technology and web based solutions proposed for implementation as part of the proposed flexible work style for the organisation, to improve the productivity of the Division.

Photo 2 - Boardwalk Drive under construction, Council's fifth residential housing development delivering 122 residential allotments.

Page 8

Introduction

The Strategic Development Projects Division has a strong functional focus to investigate, assess and manage delivery of residential and other strategic development projects on Council land, with multiple strategic objectives.

The Strategic Development Projects Division is responsible for various functions including:

- Development of surplus Council land for residential housing;
- Investigating opportunities for Council land holdings to contribute towards the renewal agenda for the Salisbury City Centre; and
- Identification of future development opportunities, project timing and business cases to inform Council's Long Term Financial Plan.

The current City Plan 2030 also identifies the Salisbury City Centre Community Hub as a critical action, to be delivered by 2019. The Strategic Development Projects Division is providing internal project management and coordination of the Salisbury Community Hub project, with significant attendant demands upon the Division's resources over a two to three year period. It should be noted however that this is also an organisation-wide project with workload and resource impacts across the organisation to varying degrees.

The City of Salisbury is transitioning from a fringe growth area of Adelaide with a large component of its population growth and economic development delivered through major greenfield housing developments such as Mawson Lakes to a more mature urban area. With the exception of the potential future development capacity within the Dry Creek Saltfields, the future growth of the City of Salisbury will predominantly be achieved through housing renewal and urban infill development as one of Adelaide's middle ring suburbs through to 2030.

This transition is consistent with State Government strategies and policies set out in the 30 year plan for Greater Adelaide which seeks to concentrate Adelaide's growth largely within existing urban areas and limit greenfield developments. There is a challenge within this transition to maintain local jobs within the residential housing sector and ensure a reasonable level of design quality is achieved in the increasing density of housing, to maintain community acceptance and overall amenity of existing suburbs.

While Council's Development Plan is the main mechanism available to Council to support the timely delivery of quality housing outcomes to maintain Council growth and economic forecasts and meet the needs of the Salisbury community, the Development Plan can only do so much in respect to catalysing and controlling development timelines and form, which is dependent on the commercial housing market and private investment decisions.

The Strategic Development Project Division's role in the development of Council land for residential development provides Council a mechanism for direct action to bring forward high quality housing outcomes, demonstrate the commerciality of previously untested medium density housing outcomes within

Page 9

the Salisbury market, stimulate economic activity directly and indirectly by promoting increased private development interest in the City.

The scale of projects managed by the Strategic Development Projects Team to date is not insignificant, In 2014/15, the City of Salisbury as a residential property developer was responsible for constructing and titling the highest number of new housing allotments into the Salisbury housing market.

The first five residential projects have delivered a total of 366 residential allotments. Once complete, these allotments will be home to an estimated 926 people living within 386 new homes in a range of quality housing options including family sized homes, affordable housing, medium density small lot housing and apartments. The projects are forecast to return revenue from land sales in excess of $50.8 million gross supported by a further $2.3 million in Housing Affordability Funding secured through the Commonwealth Department of Social Services, being returned to purchasers through housing grants to support housing affordability. These funds are a major contributor to the organisation's long-term financial sustainability, increasing financial capacity within the long term financial plan to fund major capital projects in coming years.

The projects were delivered with a multi-year capital expenditure budget of $30.3 million. The funds have delivered more than just residential roads and services. The neighborhoods created include landscaped streetscapes, new open space reserves, playgrounds and shelters, improved stormwater detention and flood mitigation, upgraded road networks and improved footpath and trail networks.

A community perception telephone survey completed as part of the Strategic Development Projects Program Review to those residents who lived in the suburbs around the existing projects identified that **75% of respondents strongly agree, agree or are neutral** to Council developing housing projects on surplus community land into the future. This level of community support has been generated in part by the quality of housing, delivery of new parks and reserves and improved feeling of safety and security delivered as an outcome of the projects.

Photo 3 - Diment Road - The Reserve delivered three high quality passive recreation reserves and complementary stormwater detention infrastructure to the Salisbury North community previously poorly serviced by usable open space, within a surplus road reserve corridor

Page 10

Tranche 1 and Boardwalk at Greentree
(as of 21/04/2017)
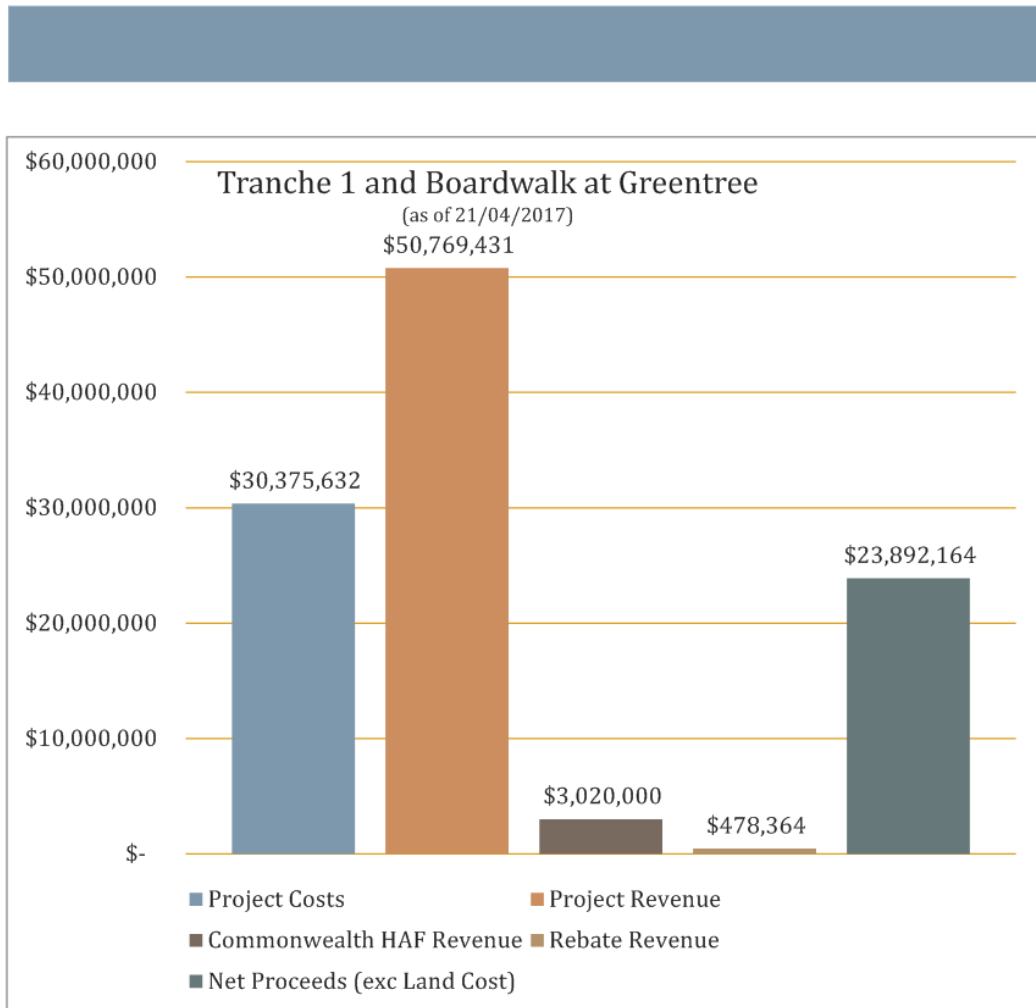
While responsible for delivering commercial outcomes and financial returns from the development of surplus Council land holdings, the Division is also required to identify and deliver projects that support broader community objectives and best practice examples of urban development aligned to the following principles:

- Realise development profit returning a commercial outcome to Council to reduce debt and free up capacity to fund strategic projects
- Inclusion of range of living options, including affordable housing that provides housing choice for the Salisbury community of all ages, backgrounds and budgets

Page 11

- Deliver best practice design with a high attention to detail setting an improved standard for residential development including medium density and infill land developments in Salisbury that contribute towards Council's strategic agenda set out in the City Plan 2030
- Integration of the projects with the existing community through provision of improved connection, road network improvements, open space upgrades that benefit both the new and existing community
- Use Council surplus land holdings to build a pipeline of development projects that support the local construction industry, creating local jobs for local people
- Partnering with agencies and organisations to deliver social outcomes in relation to affordable housing

The Division is required to operate commercially and with focus on community benefit, but within a Local Government regulatory, probity and decision-making environment. Accordingly, the Program Review considers the unique operating environment and risk mitigation required of the Division and the multiple strategic project objectives in reviewing the current operational model and resourcing.

The review is also cognisant of the outcomes of completed and pending Program Reviews of other parts of the organisation that interface with the Strategic Development Projects Division given the cross organisational support and service delivery to the Strategic Development Projects Division as an internal customer that is required to successfully deliver the residential project pipeline into the future.

Photo 4 – Boardwalk at Greentree Small Lot Housing (Jewel Living) with integrated open space upgrades to existing drainage and river corridors connecting the project to the existing Paralowie community.

Page 12

Program Review Objectives

In February 2017, Council endorsed the project brief for the review of the Strategic Development Projects Division. The high-level objectives of the program review are to:

- clarify the role and function of the Strategic Development Projects Division within the organisational structure and role in delivering strategic residential and commercial development projects.
- review the model for delivering strategic development projects, specifically in respect to governance, risk and project management procedures with the Division acting in a commercial environment.
- identify opportunities to improve broader community value achieved through the delivery of the projects through aligning the future project pipeline to Council's adopted strategic objectives.

Specifically, the program review deliverables are to ensure services align with strategic directions of Council and include:

- a review and assessment of the current model, service activity, outcomes and strategic alignment
- identification of external and internal factors likely to influence future projects and how they are delivered
- identification of linkages with other parts of Council
- identification of any current functions/projects that should be discontinued or transferred to other service providers including other Divisions of the organisation
- identification of services and functions being delivered by other Divisions of the organisation that may be more appropriately and effectively delivered by the Division
- identification and assessment of options to optimise project delivery outcomes
- recommendation of a preferred option in relation to systems and processes, structure and resources, Divisional skill profile and business model

Photo 5 – Jewel Living Home Purchasers
Boardwalk – Construction Event

Page 13

Background

The achievements of the Strategic Development Projects Division have been well recognised by external bodies over the last few years. This includes being recognised by both the development and local government industries with the following awards:

> **2015 - Urban Development Institute (SA) Local Community Development Award – The Reserve Diment Road**
>
> **2016 – LG Professionals – South Australia Award Innovative Management Initiatives**
>
> **2016 – LG Professionals – National Federation Award Innovative Management Initiatives**
>
> **2016 – Shortlisted Urban Development Institute (SA) –Marketing Excellence for Boardwalk at Greentree with Connekt Urban Projects.**

During the past three years, staff in the Strategic Development Projects Division has amongst other things:

- Completed a strategic land review of Council land holdings west of Port Wakefield Road, identifying a potential 25-year pipeline of between 1086 and 1600 allotments.
- Completed delivery of the Tranche 1 residential project program involving the delivery of 244 residential housing allotments that are home to an estimated 624 people living within 260 new homes. The projects, still in the process of being closed out, are forecast to return net proceeds from land sales more than $17 million.
- In addition to the residential housing, the Tranche 1 projects also delivered eight new community reserves with all associated infrastructure, traffic control devices to Diment Road and major stormwater detention infrastructure to address existing catchment issues outside the residential project scope.
- In the role of delivering the Tranche 1 residential project program the Division oversaw a multi-year capital expenditure budget of $20.6 million.
- The Division has substantially completed the delivery of the first Tranche 2 Project, Boardwalk at Greentree creating 122 residential allotments, including 30 small lot affordable housing products, managing a project capital expenditure budget of $9.6 million.
- Completed the delivery and upgrade of Walpole Road, including major service infrastructure, road upgrade and landscape and footpath delivery to a total value of $1.56 million.
- The Division was responsible for the scoping, site identification and internal project management of the Salisbury Community Hub project.
- The Division undertook residential feasibility and supported the masterplan development for the Salisbury Oval precinct endorsed in March 2017and played a major role in the coordination and development of the Salisbury Oval Masterplan.
- Provided urban design advice and recommendations to a range of Divisions across Council including Technical Services, Development Services and Economic Development and Urban Policy, including key

Page 14

contributions towards the development of the Salisbury City Centre Urban Design Framework and the Growth Action Plan.

- The projects to date have included environmental sustainability showcase projects including the rain gardens delivered as part of the street infrastructure at Greentree Walk.
- Community Development partnership programs to promote nature play, including the design and delivery of "Lowie's Loop" Nature Play, including the development and distribution in partnership with OPAL and the Libraries team of a Lowie Colouring Book and Storybook.
- Substantially completed Business Case reviews for the next Tranche of Council residential projects at Lake Windemere, Hoyle Green, and Shoalhaven.
- Completed a feasibility review of Fairbanks Reserve.
- Contributed to the drafting of a range of Council strategies and agendas to identify opportunities for the Strategic Development Projects to contribute to broader social and environmental agenda's identified within the City Plan 2030 and other strategic documents.

Structure & Resourcing

The Division currently consists of five staff and is part of the City Development Department.   One role has negotiated part time working arrangements which results in the Division having staffing equivalent to 4.6 FTE.

Two positions are fully capitalised as part of the delivery of the residential projects with all other staff part funded between a mix of capitalised and operating costs. Two staff within the Division are employed on contract arrangements and the remaining two staff are on arrangements from existing operating roles within Council. One further contract role is currently vacant.

The contract arrangements for the Division reflect the Division's role and are linked to Council's strategic agenda, and reflect the ability of Council to revisit the decision to operate within the development project sector at any time, or to change the delivery model.

The structure of the Division provides for all staff to report through the Manager Strategic Development Projects.
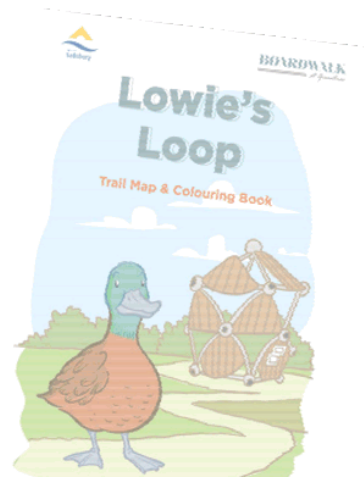
Photo 6 - Lowie's Loop was an example of a community development activity sitting within the project delivery, access the colouring book and story produced by the Strategic Development Projects Division in partnership with Community Development by clicking the book cover above.
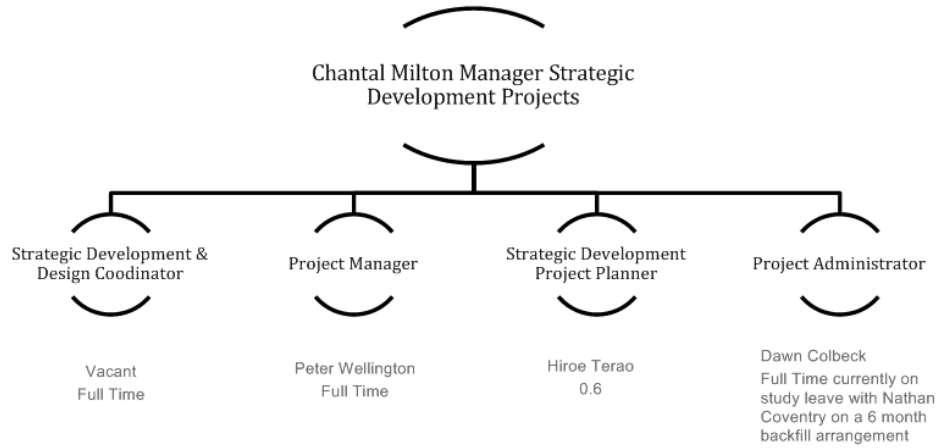
Page 15

Chantal Milton Manager Strategic
Development Projects

Strategic Development & Design Coodinator	Project Manager	Strategic Development Project Planner	Project Administrator
Vacant Full Time	Peter Wellington Full Time	Hiroe Terao 0.6	Dawn Colbeck Full Time currently on study leave with Nathan Coventry on a 6 month backfill arrangement

Budget Summary

The following table, outlines the Operating Budget for the Strategic Development Projects Division:

2017/18 Annual Plan Budget	2017/18 Annual Plan Budget
$556,000	$556,000
$(355,140)	$(355,140)
$6,800	$6,800
$2,550	$2,550
$1,100	$1,100
$7,230	$7,230
$150,000	$150,000
$368,540	$368,540

Table 1 – The capitalised wages and salaries component represents approximately 67% of the total cost of the 5 FTE's budgeted in the area. This is subject to review and may be adjusted dependent on project delivery.

Page 16

Note that the Strategic Land Review Feasibilities is an annual $150,000 allowance for ongoing residential feasibilities and completion and regular update of the Strategic Land Review. This figure is provided on an annual basis and does not accrue.

Due to the nature of the Strategic Development Projects residential projects the delivery extends over multiple financial years. A whole of life budget is reported to Council quarterly through the Strategic Property Development Sub-Committee. The numbers below reflect those last reported in June 2017 and are subject to change during the period of the Strategic Development Project Program Review. Those projects that are trading and have a confirmed cost and revenue budget completed are combined below

Projects	Project Cost	Sales Revenue	HAF Grant Revenue	Rebate Revenue	Net Proceeds (excl Land Cost)
Greentree Walk	$6,508,969	$10,008,875	$670,000	$103,384	$4,273,290
Emerald Green	$5,543,820	$13,448,216	$756,000	$104,960	$8,765,356
The Reserve	$7,130,472	$8,675,568	$764,000	TBD	$2,309,096
Riverwalk	$1,565,014	$3,553,636	$120,000	TBD	$2,108,622
Boardwalk	$9,627,357	$15,083,136	$710,000	TBD	$6,165,780

Further to the residential projects above the Strategic Development Projects Division budget and areas of responsibility includes:

• Walpole Road Upgrade Road reconstruction project $2,050,000
• St Jays Demolition and residential feasibility Salisbury Oval - $300,000 Budget
• Salisbury Community Hub total project delivery budget of $43.8 million.

The recommendations made in the balance of this review work from the premise that there is a strong foundation on which to evolve and expand the current model further to support Council's strategic agenda and income generation into the future.

External Trends and Influences

Population growth, broader economic factors specifically unemployment combined with the exposure to Federal and State Government policy decisions are a key influence on the property development industry that equally influences the profitability and sales rates for the Salisbury residential projects.

Robert Harley, Consultant Editor of Urban Development Institute of Australia in their 2017 State of the Land Report summarised the significance of trends and influences on this sector of the Australian economy

> *These new estates are where public policy hits the ground on issues from housing affordability, to population, city structure, economic growth, land release, infrastructure and energy use. The estates are a key focus for bank lending, they are where so many of the tradesmen in the building industry earn their living and they are a template for innovation in housing and community building. Ultimately the new communities are home to a new generation of Australians. For those new residents, the estates hold their aspirations for their families, and their hopes for economic security. (Urban Development Institute of Australia, 2017)*

Australian Bureau of Statistics 2011 data shows that South Australian population growth has fallen to 0.5%, a significant decline from the 2009 peak of 1.3%. Low population growth will continue to impact on overall economic growth, job availability and the proportion of the population that has the capacity to build a new home.

The move towards infill because of the State Government's policy focus set out in the 30 Year Plan for Greater Adelaide (2017 update) is notable in the location of new housing developments, with the City of Salisbury now identified as a middle ring suburb.

Page 18

The Urban Development Institute of Australia State of the Land 2017 report identifies that the Adelaide land market remains a steady and consistent but unremarkable market and one the most affordable in Australia. Vacant residential housing allotments are at a median price of $166,000, rising 5% since 2016, which is slow compared to the growth seen in other Australian capitals. The outlook for sales and price increases in Adelaide is forecast to continue to be weak, with a range of new economic and political challenges in the coming year that impact on buyer capacity and confidence to enter the housing market. Government stimulus packages are declining in availability and the financial institutions have started to tighten lending criteria especially to the investor sector.

The UDIA has identified that in the last 12 months significant land stock has been bought onto the market nationally with 57,400 lots released, an increase of 31%. However the number of lot sales in the last 12 months in Adelaide has reduced 18%. The market, especially in the outer northern suburbs is well supplied, with strong competition on price point.

The Adelaide market continues to be dominated by a relatively homogenous product, price-point and lot size and similarity in the overall quality of estates, outside the masterplanned communities (Lightsview, West, etc.) and government intervention projects (Playford Alive, Bowden and Tonsley), noting that both Bowden and Tonsley would not have been delivered without public sector intervention due to the site clean-up and new product innovation required on these projects.

Figure 1 - UDIA State of the Land 2017 - page 5

Adelaide, especially in the outer northern suburbs, is impacted by the high amount of developable land released in competition, and concurrent relatively weak demand. While the outer northern catchment is saturated with stock, smaller infill suburban projects are providing affordable, convenient housing product. This includes the City of Salisbury residential housing projects due to their focus on housing diversity and relative proximity to the Adelaide CBD and other employment locations compared to areas further north. This is further influenced by State Government investment in road and rail infrastructure including the commencement of construction of the Northern Connector, and the planned electrification of the Gawler rail line.

The private development industry will in 2017 face tighter finance availability at more expensive rates as new macro-prudential regulations are bought in from the Australian Prudential Regulation Authority
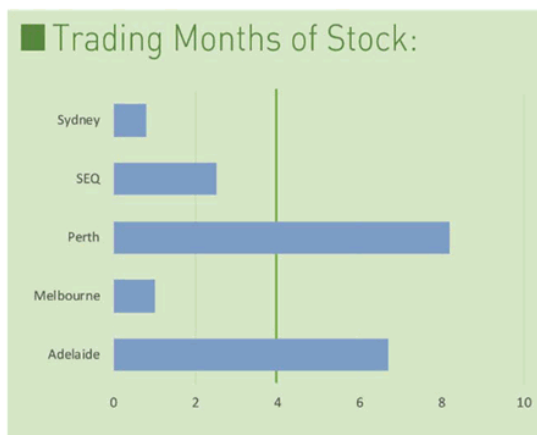
Page 19

(APRA). This financing cost will impact on new project starts and the depth of small to medium developers able to enter the market.

The apartment market in Adelaide as a whole remains immature in the inner, middle and outer suburbs with the majority of apartments, as a result of State Government incentives, having being delivered in the Adelaide CBD. Adelaide consumer's attraction to an apartment lifestyle remains immature, matched by the relative lack of confidence in this product from the banking industry, especially in non-CBD locations. Adelaide's success in delivering equivalent densities on boutique smaller scale 2- 3 storey medium density complexes in the middle to outer suburbs is seen as a logical step by consumers between detached housing to higher density apartment living in future years.

Salisbury is a partner to the State Government's Northern Economic Plan announced in 2015 as a direct intervention to address economic trends for the City of Salisbury and broader northern Adelaide, including the potential for a loss of confidence from the closure nationally of the automotive manufacturing sector including GM Holden. The need to underpin confidence in the northern region and support local jobs will be critical to the ongoing success of the residential development projects.

The future economic growth of Salisbury will be contributed by several projects directly influenced by the Strategic Development Projects Division including:

- Continued densification of development as established residential areas of the City are regenerated, with the City of Salisbury a major land holder within this sector.
- The progression of the Salisbury City Centre revitalisation project including the Community Hub project and future redevelopment opportunities on land created as a result for mixed use development opportunities, and the redevelopment of the Salisbury Oval precinct.

Photo 7 – Artist Impression Passmore Place, Salisbury North 16 apartment complex by Rivergum Homes currently under construction.

Page 20

Government comparisons

There are few examples identified in Australia of Local Governments acting in a similar role to the City of Salisbury by delivering residential projects in the role of the developer on identified surplus Council land holdings.

However, State Government interventions in the residential development industry are more common both in South Australia and nationally. These State Government development projects have taken a range of forms. In South Australia Renewal SA, formerly the Land Management Corporation was tasked with the development of large tracts of farming land on the Adelaide fringe bought using Commonwealth transfers under the urban land commissions implemented by Gough Whitlam's Commonwealth Government (1972-75).

In South Australia between the 1980's and 2000's, private developers were often invited to joint venture with State Government to manage the actual land subdivision process delivering major greenfield projects such as Golden Grove and Mawson Lakes. In recent years Renewal SA, has restructured Government's role in projects where they now act as both the land owner and developer in direct competition with private development projects. Renewal SA projects are typically located on land holdings with barriers that risk full commerciality such as the Playford Alive regeneration of former housing trust areas; and Tonsley and Bowden, both of which are projects that are regenerating former manufacturing sites and introducing new innovative built form into the Adelaide market.

Government development projects typically seek to both optimise budget returns from publicly owned property portfolios combined with seeking to address a common set of public policy needs that Government is expected to play a role to overcome, including:

1. **Underdeveloped market competition** in greenfield land and housing development, leading to housing supply shortfalls and exploitative consumer prices
2. A **lack of innovation** within the private land and housing development sector on such matters as dwelling mix, transit orientation, form of tenure such as affordable rental housing, water sensitive design and energy sustainability, and 'proving up' innovative approaches in the market
3. The inability of the land and housing market to overcome **barriers to major redevelopment projects** due to blighting, land fragmentation, contamination from former industrial uses and/or higher risks or lower commercial returns.

(Khong, 2014)

In other Australian States government development companies such as Landcom (now Urban Growth NSW) and Places Victoria act in direct competition with the private sector under a rationale of "healthy competition".

Page 21

There is an assertion in Australia that some developers in greenfield growth corridors can tend towards conservativism, sticking with proven formulas of product mix and design. This conservatism is often matched on the demand side by buyers and bank valuers reluctant to support new housing form until it is tested and proven. Some developers will not be prepared to take the risk of new product innovation or testing market acceptance when they are carrying fixed up front costs. Government development projects have been highly effective in innovation capacity, proving commercial viability of small lot and medium density housing and apartment buildings in previously untested markets.

Local Government intervention, while rare in Australia, is more common in New Zealand, where many Council property developments of significant scale have been delivered over the last few years, noting that many Local Governments in New Zealand have a regional scale. In many of the New Zealand locations rising property prices and home affordability challenges are putting pressure on all levels of Government to kick-start the property market and free up more land to meet rising demand. Views on Local Government intervention is mixed in New Zealand with development industry spokespeople including the Property Council claiming this intervention is providing unfair competition while others see it as an astute policy move that is delivering social benefits while also bolstering ratepayer funds.

Marlborough District Council's major land projects have returned over $42.5 million to Council to fund different community and infrastructure projects since 2004. Projects funded out of the revenue included a new civic theatre, roads, libraries, town centre upgrades and a new sewerage and stormwater scheme. Ashburton District Council of Canterbury is delivering eco-friendly and affordable houses and Wellington City Council is establishing an urban development agency to manage large developments beyond the scope of private companies where the property market has failed to come up with a commercial solution. (McPhee, 2016)

In South Australia, Adelaide City Council successfully used $3 million in Housing Affordability Funds from the Commonwealth Government combined with shared equity scheme and partnership with Homestart Finance to deliver the 178 Ergo Apartments project. The success of this project was one of the first examples of mid-rise apartments of six storeys, which they claim was more attractive to the buyers than many of the commercial market high-rise apartments in competition with this Council project.

Photo 8 - Adelaide City Council Ergo Apartment Development

Page 22

Salisbury Existing Project Purchaser/Enquiries

To inform the recommendations made as part of this Strategic Development Project Program Review an online survey was undertaken with the existing Salisbury project databases managed by the two sales agents who have worked on the projects across the last three years, Connekt Urban Projects (Greentree Walk, Riverwalk, Boardwalk at Greentree and The Reserve at Diment Road) and Martin Real Estate (Emerald Green). The full results from this survey are provided in Appendix 1 – Purchaser / Enquiry Survey – Harrison Research.

The most notable points from this research that has informed this Program Review are considered to be:

- From the existing enquirers 74% of people are first home buyers and 53% are already residents of the City of Salisbury.
- The dominance of first home buyers in the project enquirers has driven the top three reasons for interest in one of the Salisbury Living projects - price (68%), location (61%) and block size (32%).
- Council's newest project Boardwalk at Greentree had a noted difference in motivation of initial enquirers driven by layout (25%), design (33%) and overall project quality (17%), which correlates with the more premium location, higher design focus and higher prices achieved within this project.

As part of this survey, a question was asked in respect to the awareness level of the City of Salisbury's role as the developer, with only 54% of people surveyed knowing that the City of Salisbury were the developer. Within the development industry, the reputation of the developer and the previous portfolio of projects they have delivered are commonly used in marketing promotions, with tag lines such as "From the people who bought you…." This focus on previous projects is more than just a marketing approach, it has been demonstrated to increase conversion and buyer confidence to sign contracts and commit prior to completion of construction, with a pre-existing trust that the developer will finish to a high standard.

As Council continue to build a portfolio of past projects and seek to build on and deliver a continued pipeline of projects into the future, exploring Council's view on expanding awareness and marketing promotion of our role in the delivery of these projects should be considered, balanced against the view of potentially inviting negativity from the development industry of Council stepping outside its "core role" and broader community messaging.

> *"Felt greater care was put into the design and pricing of the estate, Felt the Council's motivation/priority to be generally more to do with benefit of the community as a whole, rather than simply short term profit driven" - unedited purchaser feedback (Harrison Research 2017)*

Page 23

The survey results also confirmed a strong performance by the two sales agents working with Council in the delivery of these projects, with a stand-out 82% satisfaction of enquiries and 85% of purchasers who were either very satisfied or satisfied with the process. This performance reflects positively on Council as the developer, and the ongoing selection of Sales Agents that are well aligned to Council's overall community objectives in the delivery of the projects will remain critical to the perception of project quality overall.
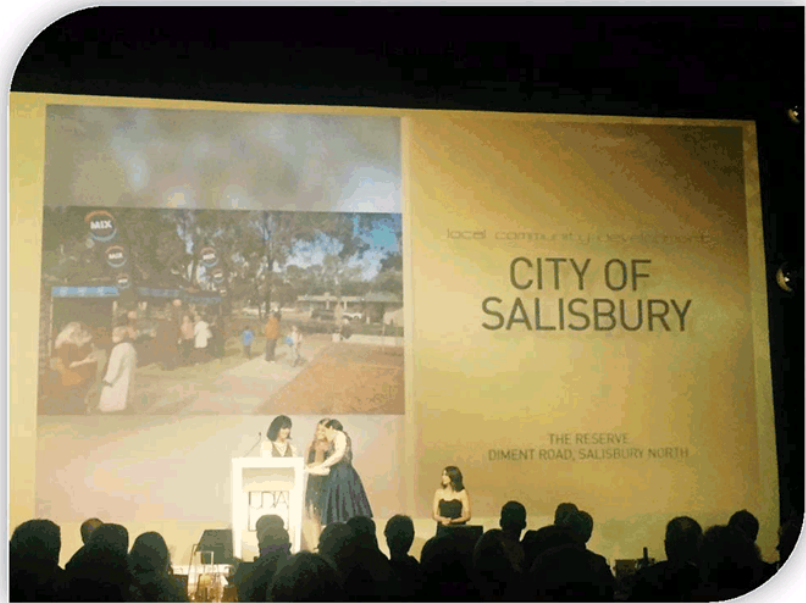

Photo 9 - Local Community Development Award The Reserve - Diment Road from the UDIA

Page 24

Surrounding Community

Further to just surveying purchasers and enquirers, Harrison Research completed a phone survey of the community that surrounded four of the five residential projects delivered to date. The phone survey was split into two areas, one around Diment Road the other within the catchment involving Riverwalk, Greentree Walk and Boardwalk at Greentree combined.

Emerald Green, Parafield Gardens was jointly developed with a private developer, with Council having responsibility for a portion of the overall estate. Due to the limited adjacent community, and the difficulty of differentiating and understanding the respective areas of responsibility, this project was not included in the survey.

The majority of responses were received from the Diment Road catchment, which has in part skewed the responses. However the Paralowie catchment key feedback has been able to be pulled out for key criteria due to the overall sample size.Overall, 46% of residents believed that the developments had a positive/very positive impact on their local neighbourhood.

> *"just nicer to see a few things going up and changing and nice to know the Council is listening to people and doing things."*
>
> *"when I go for a walk it's very early and it was scary with the open wasteland and lots of trees but now there's houses, I feel safer"*
>
> *unedited community feedback (Harrison Research 2017)*

Of the 16% negative feedback on the projects the majority related to increased traffic, increased people and loss of open space, which is not unexpected for any project that introduces new housing into existing communities and utilises land that was formerly public open space (albeit low quality open space). Improving community communication across a project lifecycle was also identified as a key improvement within the survey.

From the community survey, a question was asked as to whether the community supported Council in continuing to deliver residential housing into the future, **75% of respondents either strongly agreed, agreed or were neutral to Council pursuing this agenda.** This response provides further evidence to support the future direction and ongoing development pipeline for the Strategic Development Project agenda, noting as individual projects are further investigated and consultation occurs with the directly affected communities, responses from local communities are likely to be variable and site specific.

Page 25

Strategic Alignment & Responsibilities

The Division has a role in either leading or supporting a range of critical actions and objectives in the City Plan 2030. The Strategic Development Projects Division is the lead or major contributor for the following objectives in the City Plan:

- Deliver a new community hub in the Salisbury City Centre, incorporating library, civic facilities, offices and commercial spaces to stimulate investment opportunities.
- Progress the revitalisation of the Salisbury City Centre
- Develop Salisbury Oval to include an integrated recreation and residential project
- Better use our data and the research of others to support evidence-based decision making and policy

The Division and the individual development projects also plays a strong supporting role in demonstrating project outcomes that support Council's delivery of the following objectives:

The Prosperous City

Objective 4: Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice

The Sustainable City

Objective 1: Capture economic opportunities arising from sustainable management of natural environmental resources, changing climate, emerging policy direction and consumer demands

Objective 3: Have natural resources and landscapes that support biodiversity and community wellbeing

Objective 4: Have urban and natural spaces that are adaptive to future changes in climate

The Liveable City

Objective 2: Have interesting places where people want to be

Objective 3: Be a connected city where all people have opportunities to participate

Objective 4: Be a proud, accessible and welcoming community

Enabling Excellence

Objective 1: Strengthen partnerships that enable us to better address our community's priorities

Objective 2: Develop strong capability and commitment to continually improve Council's performance

Objective 3: Have robust processes that support consistent service delivery and informed decision making

Page 26

Objective 4: Embed long term thinking, planning and innovation across the organisation

The Division is currently responsible for the delivery of the following:

- Development of surplus Council land for residential housing
- Investigating opportunities for Council land holdings to contribute towards the renewal agenda for the Salisbury City Centre.
- Identification of future development opportunities, project timing and business cases to inform Council's Long Term Financial Plan.

Council's strategic development projects, while delivering commercial outcomes and financial return are also required to deliver broader community objectives and best practice urban developments through alignment to the following principles;

- Realise development profit returning a commercial outcome to Council to reduce debt and free up capacity to fund strategic projects.
- Inclusion of a range of living options, including affordable housing that provides housing choice for the Salisbury community of all ages, backgrounds and budgets.
- Deliver best practice design with a high attention to detail setting an improved standard for residential development, including medium density and infill land development in Salisbury and contribute towards Council's Strategic agenda set out in the City Plan 2030.
- Integration of the projects with the existing community through provision of improved connection and open space area upgrades that benefit both the new and existing community.
- Use of Council surplus landholdings to build a pipeline of development projects that support the local construction industry, creating local jobs for local people.

Linkages with other parts of Council

The Strategic Development Projects could not be delivered without cross organisational collaboration and support. A number of Divisions within the City of Salisbury provide business partnering and internal service provision to support the strategic property development agenda.   For the purpose of this Strategic Development Projects Program Review the below are considered to be the key linkages relevant for the property development program.

Given the complexity of the Strategic Development Projects and the relatively small internal team of 4.6 FTE employees that is responsible for oversight of the projects the Division is reliant upon cross organisational support for success.   The support and resourcing demands from the rest of the organisation will be cyclical in nature and not a constant draw on resources, subject to the lifecycle timing of the projects. This internal business partnering support also assist to protect the organisation from loss of knowledge should key staff in the Strategic Development Projects Division leave, ensuring the projects (as much as is possible) are embedded in Council's broader systems and processes, and a wider oversight of key project metrics and reporting responsibilities is achieved.

Key internal linkages for the strategic property development program are considered to include the following:

- **Strategic Procurement –** Provide strategic advice and support on project procurement strategies and high value construction tender assessments.
- **Financial Services –** Provide a business partnering arrangement and assistance with revenue processing, project budget and carry forward management, GST Margin Scheme and grant funding reporting and calculations, and management reporting.
- **Communications and Customer Relations –** Provide general city wide communication and project exposure, with the majority of marketing managed through external sales and marketing companies.
- **Salisbury Water –** Salisbury Water is included, wherever possible, within the developments for both landscape and individual home connection as per any other private development,
- **Development Services Division –** Act as the Encumbrance Manager for the residential development projects, managing the assessment and negotiation of the built form design guidelines under the encumbrance.
- **Environmental Health & Inspectorate –** Builder rubbish and littering monitoring and enforcement on construction sites.
- **Economic Development & Urban Policy –** There is a strong correlation between the two Divisions, specifically where there are identified residential opportunities within broader masterplan projects such as Salisbury Oval and strategic implications to the DPA program and broader Council wide strategic agendas reflective of the number of priority projects in the City Plan that cross over the Strategic Development Projects area of responsibility or influence.

Page 28

- **Field Services** – Provide an internal service relating to asset handover, initial design input, and urgent maintenance / site presentation response outside the scope of the contractors engaged on the project, reflecting the higher than average presentation standard required to be maintained during the sales period.
- **Projects** – Projects either provide an internal service delivery undertaking project delivery that will result in the handover of the land for a future residential project (i.e. demolition of St Jays at Salisbury Oval) or are responsible for delivering open space, road or other capital works projects that directly integrate or are adjacent to a planned or future residential property projects. Projects have also offered expertise on major construction tenders based on similarity of works packages. The task code split for asset depreciation on projects is also undertaken through this team as an internal support to embed the projects into the same reporting structures Council use for the balance of capital works projects.
- **Property and Building** – The Property team provide a core internal service offering to the property development program, in respect to managing the community land revocation statutory process, investigations relating to land tenure and road reserve and other land covenant releases.
- **Technical Services** – Provide technical input into the civil and landscape design and specifications adopted for the project and are involved in civil and landscape drawing review and approvals. In some projects, the landscape design team has provided landscape design drawing services as an internal re-charge service in addition to being involved in handover and oversight of landscape delivery on the projects. The asset handover process is also coordinated through this Division.
- **Governance and Audit**- Provide support and assistance given the Division's relatively high Council reporting responsibility, and organisation wide probity and risk management oversight.
- **Community Development Department** - There are limited direct service connections with this department, however the sporting club and open space planning, wellness programs and initiatives such as "Lowie's Loop" have been delivered in partnership with sections of this Department on an ad hoc basis. Further the Strategic Development Projects team has provided input into community strategies such as Reconciliation Action Plan and other cultural strategies to identify opportunities for the projects to potentially support delivery of a community strategic action.

As identified in the list above, the Strategic Development Projects team needs to integrate and collaborate with staff from a range of Departments across all levels, to garner input, support or assistance to successfully achieve delivery of the strategic property agenda. This collaboration, while critical, results in a high resource demand and commitment to proactively source this collaboration and input, within Council's existing structure. This requires a form of matrix management for projects, and negotiation of access to resources from other Divisions to fit project timelines, noting that at the same time each Division is responsible for delivery of projects and programs within their own specific areas of responsibility.

As part of the Strategic Development Projects Program Review an internal staff survey was undertaken to all staff in the organisation, with a 40% response rate equating to a sample size of n=175. The survey results identified that there is a relatively low knowledge across the organisation of the role of the Strategic Development Projects team, with two thirds of the staff surveyed reporting having very little (35%) or no

Page 29

knowledge (31%) of the projects or team. A number of recommended improvements were included in survey responses that have been considered as part of the discussion and recommendation section of this report.

Photo 10 - Not for Profit partnerships on the Strategic Development Projects including three Habitat for Humanity dwellings.

Page 30

Linkages with External Organisations

The Strategic Development Projects Division is required to liaise with multiple external organisations, including:

- **Renewal SA –** Affordable Housing Branch relating to the management and compliance of projects as required through the Land Division Approval and voluntary listings through the Affordable Housing program.
- **South Australian Project Home Building Industry** – Predominantly via the project sales agents to attract builder interest to market and package house and land packages within the project securing an appropriate design and standard
- **Urban Development Institute of Australia** – The Manager Strategic Development Projects sits on the Planning Committee for the UDIA.
- **Defence Housing and Not for Profit Housing Providers** – in respect to potential opportunities and interest for investment in and partnership on housing delivery to meet a demonstrated community need on the project, including Habitat for Humanity and Community Housing Limited who have been active on the existing projects.
- **Homestart Finance** – Long standing partnership developed with the City of Salisbury in respect to the shared equity loans delivered on some projects to date. While shared equity loans are not being delivered in current projects, alternative low deposit and other financial package options to promote affordable housing are being considered on the current trading projects.
- **State Commission Assessment Panel (formerly Development Assessment Commission)** - Staff within the assessment unit branch are responsible for the assessment of Council land division applications and applications where Council have a direct financial interest via our land involvement.
- **SA Water Major Development Unit** – Relating to network design, delivery, approval and handover including securing all necessary authority clearances to deliver land titles on the project.
- **SA Power Networks – Network Distribution Team** – Relating to network design and augmentation, delivery, approval and handover including securing all necessary authority clearances to deliver land titles on the project.
- **NBN – New Development Team** - Relating to network design, delivery, approval and handover, and project and consumer connections.
- **Commonwealth Department of Social Services** – Responsible for oversight and regular status reporting for Council obligations under the Housing Affordability Funding Grant across the first five development projects.
- **Department of Planning, Transport & Infrastructure** – Relating to Open Space and Places for People Funding opportunities, and obligations for a payback of historic funding relating to MOSS land included in the Boardwalk project that was originally part-funded through the Open Space Fund.

Page 31

Discussion and Recommendations

For the purpose of the discussion and recommendations below, unless specifically referenced the commentary, discussions and recommendations relate to the property development project agenda within the Division's responsibilities only and do not consider the Salisbury Community Hub. The Hub project is considered a stand-alone organisation-wide priority project, despite the internal project management being coordinated through the Strategic Development Projects Division, but the Division's role in the project does impact upon resources and capacity to deliver the strategic property development program.

1.0   Strategic Development Projects Organisational and Reporting Structure

The Project, Asset and Maintenance Management Review (PAMMR) endorsed in 2012, transferred the land strategy functions (land development and subdivisions) previously contained within the Property Division of the Business Excellence Department into the City Development Department.

At the time of the PAMMR the reasons for the restructure related primarily to recognition of the strategic nature, specific experience and skills sets required to deliver the property projects within a commercial environment. The review also identified that given the overall program value and risk profile associated with land divisions projects and related activities that this would be best managed through a Division tasked to oversee the strategic land development function as its primary focus. This role was assigned to a Division within City Development.

When first established in City Development, the then known Strategic Property Development Division included urban policy. In 2014, the urban policy role and associated resources was restructured, creating the Economic Development and Urban Policy Division acknowledging the importance of the links between economic development and organisational strategy and urban policy. At the time of this transition, the former Strategic Property Division was renamed as Strategic Development Projects, recognising the broader development focus over and above property that was the responsibility of this Division.

The findings of the PAMMR relating specifically to the strategic nature, specific experience and skill set of staff delivering commercially viable property projects within a Local Government probity and operational environment remain valid today, and it is not considered that any change should be made to the primary structure and reporting responsibilities of the Strategic Development Projects Division.

The Division predominantly reports to Council on a quarterly basis via the Strategic Property Development Sub-Committee via the Works and Services Committee. This reporting structure to Council supports full consideration of the property development agenda, risks and opportunities, and is proposed to be retained.

2.0   Development pipeline and project delivery timing

Over the last five years, the Strategic Development Projects Division has demonstrated an increasing quality of project delivery outcome reflecting learnings during and from prior projects, improving both commercial

Page 32

returns and broader community benefit while mitigating the risks to Council operating within this commercial environment.

These project successes have brought with it an increasing expectation to build on and increase the output of projects across the City to support both the Long Term Financial Plan and broader strategic agendas outlined in the Salisbury City Plan 2030. There is an identified increase in work program for the Division to manage across the next 3-5 years, with the demand coming from a range of endorsed Council decisions. The key committed decisions are considered to include:

Strategic Land Review (2017-2021)

The Strategic Land Review and the associated Implementation Plan was endorsed by Council in April 2017 (Item 2.9.3, Strategic Property Development Sub-Committee, and 11 April 2017) and sets out a 25-year development pipeline from potentially surplus Council land holdings. The pipeline has the potential to yield between 1,069 and 1,600 new dwellings using standard density benchmarks, allowing for land required for road and new nodal open space across the 82 residential investigation parcels. With a further nine identified non-residential parcels the pipeline has a potential land area of 80.1 hectares.

Feasibility investigations still need to be undertaken for each investigation parcel to be able to confirm a final potential yield, as some sites may be proven through this process to be undevelopable or have their development capacity significantly reduced due to as-yet unknown site constraints or community feedback. Noting that the identified parcels have passed an initial desktop and site analysis confirming potential development capacity contained within the forecasts.

As part of Council's consideration of the Strategic Land Review Implementation Plan, a five-year action plan was approved that set out a priority list for feasibility investigations that maps out the future work program for the Strategic Development Projects Division. The endorsed five year action plan 2017-2021 included the following work program.

1. **Existing Projects** – A collection of existing identified projects that have already been subject of Council decisions to proceed to feasibility, business case and/or community land revocation including:
   - Salisbury Oval Residential Project, scheduled to commence community land revocation, expression of interest approach to market in late 2017 and commencement of delivery, subject to Council decisions in 2018.
   - Lake Windemere Residential Project, due to have a Business Case considered by Council in mid-2017 for commencement to delivery, subject to Council decisions in late 2017.
   - Hoyle Green Residential Project, due to have a Business Case considered by Council in mid-2017 for commencement to delivery, subject to Council decisions in late 2017.
   - Shoalhaven Residential Project, due to have a Business Case considered by Council in mid-2017 for commencement to delivery, subject to Council decisions in late 2017.
   - Complete feasibility for Fairbanks Reserve to proceed to Community Land Revocation in 2017 with the potential for development of between 44 and 66 dwellings.

Page 33

> – Complete planning for the expression of interest to market for the Len Beadell Library, Sexton Carpark and Civic Centre Site at 12 James Street as part of the Salisbury City Centre Renewal Agenda.

2. **New Feasibilities** – Commencing feasibility investigations on parcels located in the Salisbury North, Southern and Eastern market segments set out in the Strategic Land Review including:
   - – Complete, in coordination with Economic Development and Urban Policy, the Southern Precinct Masterplan identified in the Growth Action Plan (GAP), centred around Ingle Farm.
   - – Concurrent with the Southern Precinct Masterplan complete feasibility reviews for eight investigation parcels within this market segment for consideration by Council for community land revocation to commence in 2018/19, including the Walkleys Road Project. This feasibility pipeline within the southern market segment has a potential residential capacity of between 186 and 281 residential allotments.
   - – Complete feasibility investigations for balance of parcels within the Salisbury North Market segment with the potential for residential development of between 25 and 34 residential dwellings.

3. **Strategic Investigations** – Contribute to the development of precinct masterplans identified in the GAP and investigations including the preparation of a rezoning of the Open Space Zone including:
   - – Contribute to the Paddocks Masterplan including consideration of the residential development feasibility for Council land holdings within the greater precinct area.
   - – Complete, in coordination with Economic Development and Urban Policy, the feasibility investigations and rezoning preparation for the Hills Market Segment and associated rezoning of the Open Space Zone for consideration by Council.

4. **Program Management** – Putting in place a cross organisational project review discipline and coordination to ensure the information captured in the Strategic Land Review can inform New Initiative Bids and Council's Long Term Financial Plan including:
   - – Complete data capture of the outcomes of the Strategic Land Review into Council's GIS system of all Council Land Parcel information including the identification of a common platform to share information across the organisation, including the roll-out of training.
   - – Develop a financial model, in partnership with Financial Services to produce Long Term Financial Plan forecasts out of the development pipeline adopted as part of the Strategic Land Review ready for the 18/19 Annual Plan forecasts.

Salisbury Community Hub (2017 – 2019)

The Division has been tasked with the internal project management coordination for the Salisbury Community Hub project, supporting an external project manager and the General Manager City Development who is the Project Sponsor. This project is a significant investment for Council and is

Page 34

programmed for completion in 2019. This project has resulted in a short to medium term spike in workloads for the Strategic Development Projects Division outside the residential property development program, given the volume of internal and external coordination and reporting required on the Salisbury Community Hub project.

The Salisbury Community Hub includes contributions to the broader Salisbury City Centre Renewal Agenda and delivery of part of the outcomes identified in the Urban Design Framework. The project provides Council an opportunity to investigate new initiatives such as digital wayfinding and smart parking that could, if successful, be rolled out more widely across the City Centre.

Project Delivery Timelines and Division Capacity

Projects within the Strategic Development Projects pipeline, depending on allotment number, land status (community land, road reserve or freehold) and any rezoning that may be required have on average a 3-5 year delivery timeline from initial project identification through feasibility, community land revocation, business case, delivery, sales / settlement and handover.

Across the last three years, the ability of the team, with the current resourcing, to deliver more than one feasibility or project at a time has been limited, exacerbated by a changeover in staff, time involved in the resolution of outstanding issues on the older Tranche 1 projects and the impact of resourcing demand as a result of the Salisbury Community Hub project. Whilst projects run concurrently they are generally at different stages in the project feasibility to project completion spectrum.

The endorsed pipeline of feasibilities confirmed through the Strategic Land Review has allowed an informed review of resourcing peaks and skill sets required to achieve the work program set by Council. This review has identified that it is not possible for the Division to deliver this work program across the next 3-5 years without changes to the resourcing of the Division, predominantly due to the once-off demands from the Salisbury Community Hub project. A decision is required to either push out components of the work program adopted as part of the Strategic Land Review, or review resourcing and/or increase internal business support for the Division to achieve the committed program.

The Division is clear on the importance of this agenda to Council's City Plan 2030 and Long Term Financial Plan. As such a proposed solution that can achieve delivery of the work program across the next three year period is outlined in the resourcing implications section at the end of this review.

> Recommendation 1: The endorsed work program and timing as established by the Strategic Land Review (Item 2.9.3, Strategic Property Development Sub-Committee, 11 April 2017) is confirmed and the team resourcing, internal business partnering support and use of external consultants be confirmed to secure this outcome, subject to findings of the individual feasibilities, with regular reporting against the five year action plan undertaken through Strategic Property Development Sub-Committee 6 monthly.

3.0   External Funding and Grants

Five of the projects delivered within the Tranche 1 and 2 programs were successful in attracting $2.3 million in Housing Affordability Funding from the Commonwealth Department of Social Services. These funds were

Page 35

able to be used initially as up-front capital investment in the project to reduce the need for loans and manage cash flow, and were progressively returned in full to purchasers as housing grants to support housing affordability within the City of Salisbury.

The purchaser and enquiry survey confirmed that the success of Council securing this grant and the grant availability at point of sale has influenced purchaser's decision to buy, and as a result influenced the sales volumes achieved on the first tranche of Strategic Development Projects.

The pipeline identified within the Strategic Land Review Implementation Plan provides Council the opportunity to put forward a wide range of pre-identified project options should funding become available for future grant programs that align to this agenda.

Grants do not need to be secured directly by the City of Salisbury to influence the sales volume and product mix on the projects. For example the South Australian State Budget 16/17 extended the stamp duty concessions previously introduced only in the Adelaide CBD and some inner suburbs (Bowden) to apply to any new apartment built in the state. These stamp duty concessions, introduced in July 2016, contributed to The Reserve, Diment Road securing the apartment development, currently under construction at Passmore place. This in turn supported the delivery of affordable housing, the provision of an alternative housing option to buyers in this market, and an uplift on the value of Council's land parcel as a result of the increased density from townhouses to apartments,

Given the macroeconomic influences that contribute to the release of State and/or Federal Grants for home ownership, to either support first home buyers, new product delivery and densification it is recommended that the Division have an ongoing focus to explore future grants and promote industry-wide grant or incentive changes through the sales agents working on the projects.

Recommendation 2: Include potential influences such as grant funding and rebates as part of the commentary provided to the Strategic Property Development Sub-Committee as part of quarterly reporting to identify alignment to and promotion of opportunities to progress the Salisbury Development Projects agenda.

4.0   Catalysing Strategic Agendas

The Strategic Development Projects and project wide budgets that cross across construction, marketing and landscape provide a unique opportunity for Council to use these projects to catalyse or demonstrate broader objectives set out in the City Plan 2030 and/or other Council adopted strategies across a range of economic, community and infrastructure initiatives.

As a small example, Boardwalk at Greentree late in the design process incorporated the delivery of a children's exploratory trail and associated colouring book that was co-funded with OPAL and distributed through Council's community centres and libraries as a nature play education tool. This initiative, at no additional cost to Council being covered by the project landscape and marketing budgets, delivered multiple benefits from this expenditure. To date over 10,000 copies of the colouring book have been distributed through local schools and community centres, Lowie's Loop was identified in 'The Advertiser' as one of the best suburban playgrounds in 2016. In respect to project marketing and exposure, the value that promotion

Page 36

of the nature trail on websites such as "play and go" (given their reach to over 64,000 Adelaide families on social media) cannot be underestimated.

There is an opportunity to better consider how the development projects could meet a community need or catalyse a strategic agenda. An example of a project where internal consultation occurred early in scoping was the drafting of the multicultural strategy in 2017. The Strategic Development Projects Division identified a potential to investigate the specific requirements of multicultural housing to better meet the needs of Salisbury's multicultural communities, to be taken into account in the planning and delivery of future property development projects. This is an example of an opportunity that offers the potential to catalyse broader strategic agendas to provide targeted solutions whilst also supporting commercial outcomes for the projects by broadening the potential buyer base.

A range of different initiatives should continue to be explored on current and future development projects that could include, but would not be limited to the following

- Expansion of the Watershed Art Prize to include an external sculpture category with winning art piece displayed on Council's Development Projects, costed against the project as a sponsorship cost.
- Community Enterprise Coffee Cart - provision of catering services at project marketing events.
- Demonstration project displaying inter-generational housing concepts, with two dwellings within a single home based on multicultural community needs.
- Trial projects that may be identified in Council's future digital strategy and smart cities agenda.

Recommendation 3: Examine each of the critical actions in the City Plan 2030 and existing Council strategies to identify potential opportunities to be explored within the Strategic Development Projects agenda and include consultation with the Strategic Development Projects Division on relevant project briefs.

Recommendation 4: Investigate the inclusion of an external sculpture category within the Watershed Art Prize with the Strategic Development Project displaying the winning artwork as part of the landscape/ streetscape delivery.

5.0   Realising Council's competitive advantages

The Strategic Development Projects seek to deliver project returns equivalent to that delivered by private developers. The Local Government structure in which these projects are delivered result in both some comparative disadvantages and advantages with the private sector.

Disadvantages include speed and transparency of decision-making within legislative and governance structures; a need to focus on additional community outcomes beyond development profit, which can add to project costs or reduce returns; and the level of commercial property development skills in an organisation. Advantages include the extensive stock of land held by Councils which do not incur traditional holding costs (noting however that there are often operational costs such as maintenance associated with Council land); connection to our existing communities and a good understanding of community needs; and access to

Page 37

existing plant, equipment and resources (noting that there is an internal charge to the project to reflect the value of their utilisation). Some of the potential advantages identified through this Program Review have been summarised into the following categories:

Marketing and Project Promotion

A significant expenditure on any residential development project is the marketing and promotion of the project to secure the enquiry that converts to sales. Typically the smaller the project, the higher the marketing spend per lot. On the Strategic Development Projects to date the average marketing spend per lot across the five projects is $3000 per lot. The enquirer/purchaser survey confirmed that from the group surveyed, 53% of purchasers in the project were existing residents of Salisbury. Enquirers/purchasers first found out about the projects from billboards (39%), Realestate.com (32%) and from family and friends (16%). This evidence base suggests a potential cost saving opportunity for the projects by better capitalising on Council's existing communication channels to promote the projects to the Salisbury community.

The recognition of Council's role as the developer of these projects is not high both amongst the surrounding community (63% unaware) and purchasers and enquirers (46% unaware). Promotion has occurred on the role and success of Council within Salisbury Aware, including as part of the federal innovation award received in 2016 from the LG Professional (click on image below to read the full story).

When this story was distributed two sales within the subsequent months could be linked directly back to the Salisbury Aware article, both of which were to buyers who were not otherwise looking for property.

Council marketing at a City Wide level can assist by increasing the awareness of the projects within the Salisbury Community, including communicating the broader community benefits and outcomes achieved, leaving the retailing, pricing and other detail to our nominated sales agents licensed to act in this role. This provides a clear delineation of responsibility.

While identifying this opportunity, there is a clearly a line where strong promotion of the property project agenda is not appropriate, such as in Council correspondence, statutory notifications, email signature advertising etc. However, it is considered that increased promotion of the community good news stories linked to job creation, new parks as part of the housing developments and the like should be explored through a

Page 38

range of Council marketing and media channels, including, but not limited to:

- Digital Media (Facebook, Website)
- Printed Media (Ongoing use of Salisbury Aware)
- Investigate Project Display opportunities at Council Civic Centre, Libraries and Community Centres focused on housing product innovation and design, project awareness, social, economic and environment innovations and design components.

> Recommendation 5: It is recommended that the promotion of Council's success stories in respect to the Development Project agenda be reviewed to increase the profile of Council projects in the community and in the market.

Use of existing mechanical plant and equipment

Across the period when sales and settlements are still occurring maintaining a high quality standard on site is fundamental to securing sales. An ability to deliver a rapid response for common minor works required on the development projects including dumped rubbish, graffiti damage, and removal of dumped builder spoil, minor asset repair, landscape maintenance and use of variable message boards are critical.

The availability of plant, equipment and field staff resources that Council has available should provide the Strategic Development Projects a cost effective and timely solution to action these minor works requests.

However to date, the Strategic Development Projects team procures this form of plant, equipment and resources through a mix of processes, seeking to buy to best advantage within the allocated project budget. Utilising internal services has the advantage of being a cost which is still captured within the project cost to ensure accurate costing and reporting, but also improving resource utilisation and cost recovery for the Field Services Division. Increased utilisation of in-house services should be pursued.

> Recommendation 6: A review of charge out rates is underway as part of the Field Services Program Review implementation. Staff from Strategic Development Projects and Field Services area will review the implementation of minor works support to ensure internal services meet the Strategic Development Projects service and cost requirements.

6.0   Improving financial management

The Strategic Development Projects have a delivery timeline, extending across multiple financial years which are different to the majority of Council capital projects which extend over one or two financial years. This has created some challenges for Council's existing financial and project management reporting systems in relation to Strategic Development Projects.

There are opportunities that have been identified through the research for this Program Review that, through the Business Partnering agreement with Financial Services should be explored, to improve the overall financial management of the Strategic Development Projects including the following recommendations.

Page 39

Recommendation 7: Development of a project cash flow forecasting model to guide project decisions from feasibility through delivery. Closer management of cash flow and timing of smaller projects to manage draw down of debt balanced against the relative cost effectiveness of loan funds to Council should be implemented.

In the production of the Strategic Land Review a model was produced to forecast the number of potential lots available from the parcels identified, based on revenue forecasts and standard density calculations with the pipeline programmed using standard delivery timelines. It was recommended in the Strategic Land Review that this model be managed by Financial Services and a connected model be developed to facilitate project revenue forecasting driven out of this Strategic Land Review model, to ensure consistency in forecasting approach for future Long Term Financial Plans.

Recommendation 8: A revenue forecast model is developed from the Strategic Land Review Model to be used for all future forecasting of revenue for the Long Term Financial Plan, updated every 6 months in tandem with the update reporting on the Strategic Land Review through the Strategic Property Development Sub-Committee.

As part of the Financial Services business partner role on the Salisbury Community Hub project a multi-year Finance 1 structure has been established, that allows project reporting against whole of life project costs. This capability would be of significant value to simplifying the financial reporting for the multi-year property development projects.

Recommendation 9: The multi-year Finance 1 structure developed for the Salisbury Community Hub is expanded to all future residential property projects to enable whole of life project budget management and reporting from Finance 1.

Part of all staff salary resources in the Strategic Development Projects Division are capitalised to varying percentages onto the projects. The capitalisation percentages against individual projects vary from month to month and are based on monthly estimates. It is recommended that an alternate, time sheet driven solution be implemented to enable true and accurate reporting of internal project management costs onto the projects.

Recommendation 10: Time sheets are adopted for the Strategic Development Projects Division, with real capitalisation costs based on hour's work being allocated to the project as an improvement to generalised percentages allocation to facilitate more accurate cost allocations on the property development projects relating to project oversight and management.

Page 40

7.0   Project Delivery Efficiencies

Over the last three years, significant learnings have been captured in the process of closing out the four original Tranche 1 projects. These lessons learnt informed the adoption of a new project management methodology as outlined in the Strategic Land Review, with an increasing focus on quality of upfront feasibility investigations and Business Case development prior to Council committing to projects.

This project delivery lifecycle was outlined in detail in the Strategic Land Review and is represented for reference in the following figure. The Strategic Development Projects Division has oversight responsibilities across the full project lifecycle, with the resourcing demand varying depending on the project stage. The intent of the Strategic Land Review is to have a range of project types at varying stages of delivery at any one time to balance out this workload.
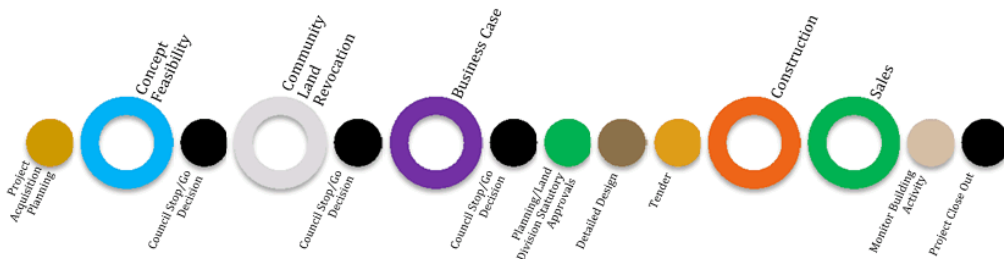
Significant progress has been made to improve the project reporting, risk management and feasibility processes with the creation of feasibility and cash flow templates and consistent reporting templates to the Strategic Property Development Sub-Committee. These templates have created improved project management efficiencies. However there are further improvements that have been identified as a result of this review.

Consultant Engagement at Feasibility Stage

The up-front whole of project procurement planning for consultant and contractor engagement adopted for Boardwalk at Greentree was a significant improvement to a traditional consultant and contractor individual acquisition plan process. However further improvements have been identified in discussion with Strategic Procurement.

To demonstrate the need for an alternative solution, in the delivery of Boardwalk at Greentree 38 different consultants and contractors were procured and overseen by the Strategic Development Projects Division in the delivery of the project to date, representing a significant workload in procurement, invoicing and project management, that is more complex than for the majority of standard capital works projects.

Page 41

A lot of time is expended during the feasibility and Business Case stage of a project in the procurement of consultants for relatively low value consultant work, with $50,000 expended in total per project split across four or five individual consultants. The existing Council consultant panels do not provide complete coverage of the consultant experience required to best deliver the business cases or only a small number of the panel consultants are considered to have the demonstrated residential development experience, resulting in a limited pool of consultants to draw from.

Given the high volume of feasibility and master planning work required to be delivered across the next few years, it is recommended that a single up-front procurement approach be undertaken and a consultant team engaged for a period of two years, with fee revisions, terms and conditions negotiated upfront. This is consistent with the approach adopted by many residential land developers who build a team of consultants, usually on 2-3 year agreements with negotiated fee points. The selected consultants develop an understanding of the organisation and project drivers, with agreed fees, to enable work to be quickly progressed and achieve a nimble, yet informed decision process. It is considered that the needs of the Strategic Development Projects Division and the future work program justify a specialised solution in comparison to the balance of civil works capital projects.

The disciplines that are proposed to be included in this single approach to create the Strategic Development Project Consultant Panel would include:

- Valuer
- Surveying
- Civil Engineering (including stormwater modelling and geo-technical experience)
- Sales/Marketing
- Conveyancing
- Arborist
- Environmental Testing (Phase 1)
- Landscape Design
- Cultural Heritage
- Traffic Consultant

While the up-front establishment of this panel would involve substantial resources, the time efficiencies in progressing the feasibilities and Business Cases once established justify the upfront commitment. However, given the current resource capacity in the Strategic Development Project Division, assistance through the Business Partnering arrangement with the Strategic Procurement Division will be required to deliver this recommendation.

Recommendation 11: Establish a Strategic Development Project consultant panel, to enable efficient expert technical advice for a period of two years, based on pre-negotiated rates, rather than on an individual project basis.

Further in situations where a residential development project is located as part of a project containing other capital works such as Salisbury Oval, Lake Windemere or Fairbanks Reserve, the engagement of consultants

Page 42

to design the capital works components should in the future consider the selection of a consultant with residential development experience that could enable a single consultant to produce both components of work.

Recommendation 12: For projects where there is an interface between civil works and strategic property development projects, update the Project Brief preparation and approval process to ensure that Strategic Development Projects are consulted to ensure that future residential projects needs are accommodated.

Small Project Delivery Clustering

The pipeline of projects identified in the Strategic Land Review have an increasing focus on smaller parkfront and small land divisions, which require a different delivery considerations to the larger neighbourhood projects delivered to date. To achieve efficiencies, consideration of procuring the civil and landscape works for multiple projects through one approach to market should be considered, with the projects managed concurrently.

This procurement strategy is considered to most likely attract the larger civil contractors who are more likely to deliver quality assets that will be owned by Council and require less oversight and monitoring on site due to the systems and quality control processes that the larger companies have in place. Typically with civil construction, the larger the number of allotments the lower the cost per lot that can be secured.

The Strategic Land Review is timed to support this opportunity of clustering the smaller projects together. However; the final decision will be dependent on the projects ready for release to market at any one time and the timing for commencement should be considered as part of each Business Case, considerate of this potential time and cost opportunity.

Recommendation 13: As part of updating the Strategic Land Review Action Plan, and reporting to Strategic Property Development Sub-Committee half yearly, clustering of projects should be considered to group timing of smaller projects, supported by consideration by Executive of a strategic contractor acquisition plan as required.

The focus on smaller projects within the future pipeline will also require a new approach to be considered for project sales and marketing, finding efficiencies in building of a central database of potential purchasers and undertaking builder negotiations for housing products that will suit roll out across a number of the smaller projects, most notably a solution for park-front town homes.

A central enquiry database for the projects would create efficiencies for sales and marketing of smaller projects, and relies on the development of a Salisbury umbrella brand, associated website and central database, rather than creating a new project brand for each project.

In the past the development projects have informally been named "Salisbury Living", however this brand was never formalised into a logo, website or signage. A central brand will enable efficiencies in marketing and should support reduced marketing expenditure, as we move into suburbs and market segments that the Council has not previously been active, and build on the quality and recognition of past projects. The

Page 43

formalisation of an 'umbrella brand' for Council projects under the 'Salisbury Living' brand or an alternative is recommended.

Recommendation 14:   Develop and formalise a project "umbrella brand" including logo for use in future projects.

To date, project websites developed for the five trading projects were created, hosted and managed by the project nominated sales / marketing agents. This approach would continue for larger neighbourhood projects; however an alternate central website will be required for hosting of the smaller projects, linking to the neighbourhood project websites to present a complete portfolio.

This new website and an associated Facebook profile should be used to promote the quality delivered by the past projects, promote existing trading project and identify future opportunities, capturing names and details of potential purchasers. This will need to be overseen by a real estate professional in respect to licensing and accreditation of the database being created.

This website will also be an opportunity to share stories and communicate the community benefit created by the City of Salisbury in the delivery of these projects.

It is recommended that this new website use the existing www.salisburyliving.com.au domain, subject to the outcome of the umbrella branding exercise identified in Recommendation 14. The website should be created using a consistent format and hosting arrangements to that of other City of Salisbury websites, with a format aligned to that adopted for the Salisbury City Centre website, based on contemporary blog based templates. This style of website would suit the Division messaging and the website should be hosted and able to be easily updated internally by the Strategic Development Projects Division with the assistance of the Customer and Community Relations Division through a consistent platform with all other Council websites.

Recommendation 15: Develop a new projects website, hosted and maintained internally to promote past projects, current projects, future projects and success stories.

Photo 11 –Boardwalk at Greentree Website hosted and managed by Connekt Urban Projects with content uploaded by Strategic Development Projects staff relating to project construction and community updates.

Page 44

8.0   Probity and risk management

When seeking development profit Council need to be prepared to carry the development risk, commit to quality investigations upfront, be realistic with timelines in the context of our operating environment, and have an engagement approach that generates community support.

Key property program risks were considered up-front to guide the recommendations within the Strategic Development Project Program Review:

Risk Identification	Opportunity Analysis and Mitigation
Information on potential residential projects is released to the public prematurely, impacting ability for the Strategic Development Projects to manage community and political perception and outline overall benefits of project.	Ensuring a systematic and informed release of information to the community relating to Council intention to investigate alternate use for any Council land holding will be fundamental to build community support for the Strategic Development Projects pipeline. Given the significant timeline for the delivery of the ultimate pipeline and the potential for constraints to change across this period, a focus on community engagement and communication is critical to an identified timeline and program presented as part of annual updates for the Strategic Land Review implementation plan.
Appropriate resourcing and skill set of staff to deliver the work program and identified income returns.	Attraction and retention of staff into this Division with experience in the residential property market delivery sector and upskilling of internal staff will be critical to the medium to long term successful implementation of the Strategic Development Projects program. While the Strategic Development Projects team will have responsibility for the delivery of the project pipeline and associated reporting, other Divisions of Council are required to support the programs delivery, notably community land revocation, strategic procurement, financial services and rezoning processes.
Downturns or changing residential market needs	Understanding the market demand for residential land holding and specific product in the Salisbury market is critical to ensure that Council maximise the value return from its land holdings. Changes (both positive and negative) can occur quickly within the housing and development industry, arising from third party decisions and broader market and government policy influences. These unknown factors could have a major impact on revenue

Page 45

	forecast and the Long Term Financial Plan or require re-timing of investigation parcels to capture a new opportunity.
Changing project type and complexity moving to smaller medium density housing product	The five Strategic Development Projects delivered to date have predominantly delivered conventional detached home allotments within neighbourhood category projects. Identifying project procurement, construction and sales efficiencies for the delivery of smaller projects has been a focus of the discussions outlined in the recommendation section of this report.

The research completed on other government organisations delivering residential projects as part of this program review identified that the main risks were considered to be external perception that they were acting outside of core traditional roles. This perception is also relevant for the City of Salisbury, and needs to be managed in project governance and communication.

Delivering commercial projects within a local government probity and governance environment brings with it a specific need for detailed public reporting, given projects are funded by community money; and adoption of project management methodologies and risk mitigation approaches that balance protecting the commercial confidentiality elements with the need for transparent decision making.

The following principles for probity and risk management are already embedded within the Strategic Development Project reporting structures and are recommended to continue:

- Quarterly update reporting in public agendas through the Strategic Property Development Sub-Committee. With report structure split to separate confidential information into separate attachments allowing the balance of the report to be considered as part of the public agenda.
- Prudential reporting is undertaken for all projects that have a total whole of life forecast budget over the threshold identified in Section 48 of the Local Government Act.
- Each project has a risk plan created with mitigation measures as part of the project Business Plan and the risk plan is monitored regularly through delivery.
- Formal project close-out and lessons learnt reports are completed, involving site tours with a combination of asset, technical and encumbrance staff from across the organisation. The findings from this and the project budget and sales analysis will be presented to Executive and the Strategic Development Project Sub-Committee for information and identification of further improvements for future projects.
- Ensuring equitable rules for Council and private development projects within the Council area should remain a focus. Noting that Strategic Development Projects will continue to constantly seek innovation or alternate approaches that can deliver improved outcomes or reduced costs without impacting on future asset quality, this review has identified an opportunity for improved processes to capture these innovations, formalise a review and consider adjustment or change to Council's standard specifications as appropriate.

Page 46

Recommendation 16: A template should be created for recording variations adopted on the Strategic Development Projects to Council's standard technical specification or standard detail for consideration by Council's Technical Services Division for update to Council's standard specifications.

Builder Partnerships

On the projects to date, Council has worked with builder partners to include small lot affordable housing and apartments on the projects. The investigations parcels identified in the Strategic Land Review, due to the size and location, require a significantly greater shift towards delivery of smaller medium density housing product solutions that can only be delivered through partnering with builders to deliver a product within Council probity requirements. This process needs to consider how a fair and equitable opportunity for builders can be facilitated.

A builder engagement strategy and upfront Expression of Interest (EOI) was used for the first time on the Boardwalk at Greentree project, with an EOI undertaken for builders to be given an equitable opportunity to participate on the projects. This was only moderately successful as many project home builders are not familiar with the concept.

Rather than a project by project approach, it is recommended that a broader City Wide EOI be released seeking interest from parties in working with Council on the projects through a range of delivery options, that could include new product development such as the process that occurred with Jewel Living with Rivergum, or more standard house and land packaging.

Recommendation 17: Continue the approach adopted at Boardwalk at Greentree but focus on an open EOI to the home building industry to identify opportunities for joint house and land products that meet the specific needs of the projects, with the inclusion of price point caps and simplified submission requirements.

The home builder market is not the only group that Council has partnered with in the delivery of these projects. Partnerships have also occurred with not for profit housing groups and volunteer organisations such as Habitat for Humanity. Given the rapidly changing nature of this sector, ongoing opportunities should be explored to identify potential partnerships that can deliver social outcomes within the commercial returns of the projects through awareness building and promotion to this industry.

Recommendation 18: Develop promotion material and a database to provide information on the future opportunities to the not for profit housing sector to identify potential partnerships for consideration on future projects.

9.0 Engaging and Building Community

One of the single biggest risks for the ongoing delivery of the Strategic Development Project agenda and delivery of the revenue potential that has been identified in the Strategic Land Review is to maintain community support on the broader program and any individual project. Ensuring a systematic and informed release of information to the community relating to Council intention to investigate alternate use

Page 47

of community land for housing will be fundamental to build community support for the Strategic Development Projects pipeline, and requires a focus and skill set within the Strategic Development Projects Division to manage this community conversation, in tandem with other Divisions including Property, Projects and Economic Development and Urban Policy, where community engagement is coordinated with broader masterplans and/or other projects.

Major recreation and residential projects, such as Salisbury Oval and Fairbanks Reserve specifically needed to be coordinated to ensure that clear communication is provided to the community and that any capital works within the precinct are delivered to a standard that supports the future residential development use, which can require a higher standard of site information relating to survey, levels, stormwater than would otherwise be required. This internal coordination of major recreation/residential projects needs to be further improved to best support the residential projects that form part of the projects.

Where capital works projects are being delivered as stand-alone projects immediately adjacent or as a preliminary stage of works to a future residential project, the coordination between the different projects and communication of Council's future intent to the surrounding community needs to be fully considered as part of initial scoping and community engagement. In the absence of the appropriate level of communication, rework and re-engagement will be required to support the ultimate residential project, which increases the workloads on the Strategic Development Projects Division and risks negative reaction from the community.

A consistent clear message with quality imagery and communication of a cohesive project vision should be used to coordinate all engagement on projects where residential development is proposed, including a more comprehensive level of community engagement on related works such as civil works and community land revocation than may be provided in other circumstances.

Recommendation 19: Investigate the structure for a project coordination group for projects where residential land has been identified as part of a broader masterplan or other capital works project, to ensure communication and coordination across a projects lifecycle is managed and the residential potential is secured.

Any proposal that seeks to repurpose any community land can be potentially controversial. Opportunities to use existing project case studies and testimonials as real local examples of what is proposed should be a fundamental part of the community engagement strategies. Capturing these testimonials and good news stories, such as that in Appendix 2 - Community Phone Survey – Harrison Research that has informed this Program Review - should be continued as each project is delivered.

Recommendation 20: Capture testimonials and good news stories from existing projects, both people who have moved into the projects and live around them, to use to communicate positive benefit as part of engagement on new projects.

In the research undertaken to inform this program review, specifically the findings set out in Appendix 2 - Community Phone Survey – Harrison Research, only 18% of residents surrounding the projects remember receiving consultation/communication despite newsletters at multiple stages being distributed through

Page 48

printed newsletters mailed to residents within both catchments. Not all people pay attention to this sort of community information and it is difficult due to the cost and time involved to provide communities surrounding the projects with constant regular updates using this traditional mail solution.

It is recommended for future projects that in addition to ongoing hard copy newsletter distributions that an increasing focus/promotion occurs encouraging people to visit the Salisbury Living website for construction updates and information. This website can also allow community members to register for email updates which could be delivered with increased frequency across a project lifecycle.

Recommendation 21: The new website identified in Recommendation 15 include a blog/latest news from site section for regular construction updates to meet the needs of both purchasers and surrounding community members, and include a section where community members can register for regular newsletter and email updates to improve regularity of information provided to surrounding community members.

In the delivery of all development projects that are converting community land to residential the integration of the old and new community through footpath, streetscape upgrades and integration of open space networks should remain a fundamental design principle and part of the project budgets, to ensure broader community value is realised as a result of the development.

Building a sense of community connection, on new projects should also be a target achieved through marketing initiatives, and build both pride and a sense of ownership in the new and adjacent areas, integrating the new residents into the broader Salisbury community. To date on the projects, all new residents receive a welcome kit when they move into their home, along with a series of reminder letters on their responsibilities relating to driveway, fencing and front landscape delivery, plus an invitation to meet your neighbour and other community days.

It is recommended that project completion celebrations continue to be held on all projects greater than 25 allotments, with funds included as part of the marketing budget, to build the community connections on the projects and integrate the old and new communities. This has been successfully achieved at The Reserve – Diment Road and Boardwalk at Greentree.

Recommendation 22: Projects over 25 allotments in size should continue to include funds within the marketing budget for events on site to promote community connections, as a shared community and sales event.

An increased focus on community creation has been delivered at Boardwalk at Greentree with initiatives such as "meet your neighbour cards".

Photo 12 - Reserve 1 Diment Road opening community celebration event

Page 49

The research contained within Appendix 1 – Purchaser / Enquiry Survey – Harrison Research - confirmed that one area that should be an expanded focus is encouragement of residents to take pride and responsibility in the maintenance of their local verge, where the expectation is still that Council should maintain this space.

> Recommendation 23: Implement a "Pride in your Patch" initiative, which shares information and encourages verge maintenance and front yard establishment through gardening establishment and landscape prizes, to be funded from the project marketing budgets.

10.0 Functional alignment

The program review brief sought to identify current services and functions that should be discontinued or transferred to other parts of the organisation as well as identify services and functions delivered by other parts of the organisation that could more appropriately be delivered by the Strategic Development Projects Division.

The importance of this property agenda to Council's Long Term Financial Plan and in support of the strategic projects outlined in the Salisbury City Plan 2030 is well understood. While this review has not identified any functional areas that should be transferred from the Division, it is recommending an increased level of support and business partnering services from other Divisions in the organisation to Strategic Development Projects to deliver the work program adopted by Council and tasked to this Division.

An increasing reliance on internal business partnering to support the delivery program should take the form of allocation of focused resources to progress key identified program and project gaps that contribute to improving project delivery efficiencies and cost savings and freeing up of Strategic Development Resources to focus on project delivery.

Increased Business partnering supporting could include the following areas:

- Production of a strategic development projects procurement strategy and consultant panel to work across all project feasibilities and delivery design for an identified period.
- Production of a Long Term Financial Plan model for revenue forecasting and update of the Strategic Land Review allotment volume, timing and revenue forecasts.
- Property investigation and management of community land revocation projects across the pipeline integrated with whole of project community engagement strategies
- Production of a Salisbury Development Projects umbrella brand and external website, within the broader Council website suite, populating previous and current projects, success stories and blogs.
- Urban Design input and assistance in respect to new project design and master planning from Economic Development & Urban Policy with the relocation of the urban design resource into this Division.

Page 50

Recommendation 24: That the internal service delivery/business partnering arrangement be extended to include secondment or increased assistance into the Strategic Development Project Division to produce identified pieces of work to achieve the project pipeline timelines set by Council and as an opportunity to increase the breadth of understanding on the Strategic Development Projects program across the organisation, in negotiation with the relevant Division workloads and priorities.

It is also considered that this increased business partner focus will assist to increase the awareness across the organisation of the role and function of the Strategic Development Projects team and the importance of internal support and collaboration to the successful delivery of the work program. This increased focus on internal collaboration will also provide opportunities to share commercial thinking, market understanding, skills and project delivery learnings to the broader organisation that may add value to other organisation projects and initiatives

Recommendation 25: Increase the internal awareness of the Division and current projects in the organisation by developing and maintaining an internal website on COSI, populating the page with project information on developed, current and future projects, success stories, frequently asked questions, lessons learnt case studies and photos from site.

Recommendation 26: Implement a program of team meeting visits to other Divisions and Depot tool box meetings to share information about the projects, increase understanding of the unique needs and identify opportunities for improved collaboration and shared initiatives.

11.0   Additional Service Offerings

From time to time, questions are raised in respect to additional service offerings that the Division could provide to either bring in revenue from alternate sources and/or provide an additional work program to retain resourcing during any lower workload periods. As discussed previously as part of this review, the Division currently has a significant pipeline of work identified and does not have the capacity to consider this sort of additional service offering at this time.

However, the review has considered the potential areas where this could be explored in the future should the situation change:

* Leverage development experience and skills within the Strategic Development Projects Division to provide development advisory services. The current Strategic Development Projects team uses external advisory services and professional consultants to assist in the oversight and delivery of the major projects but smaller projects will likely be managed completely in house with the continued use of civil and landscape superintendents to provide an independence and oversight to the delivery of future Council assets. In the future, this skill set could be offered as an external service through a Business Unit, subject to further investigation. It is also dependent upon the ability of the organisation to retain and attract people with relevant skills and experience in a competitive recruiting market.

Page 51

- It is possible that other Local Government organisations may be interested in implementing similar programs, and a consultancy arrangement relating to sharing project management tools, and assisting with the scoping of a land pipeline and learnings could be of significant value to any other council seeking to implement this sort of program. Factors for further investigation if considering this option is the extent of revenue that could be generated from such an advisory service given that historically council-to council advisory support has been on a cost recovery or pro-bono basis; and the potential perceptions of the development sector from expended involvement of Councils as developers.
- More active involvement in the property development sector through purchase of development sites in the open market. While there is no significant legislative impediment to Council acting in this role, it has the potential to raise significant political and perception concerns if Council is acting as a direct competitor to the private development sector. Any purchase contemplated needs to be considered in Council's strategic context and be aligned with a broader strategic agenda, rather than being limited only to commercial returns. If acting in this space, Council processes for probity, feasibilities and approvals would need to be swift to enable quick commercial decisions. On balance, it is not recommended that Council pursue this role unless a clear strategic benefit can be identified on a project-by-project basis.

12.0   Resourcing implications

The structure of the Division at any point in time will need to be tailored based on the work program and the specific complexities of any one project. Staffing in Strategic Development Projects has been reviewed over the last 12 months to provide improved internal project oversight from initial project inception through to delivery, but ongoing project management support of key external industry experts will continue to be required in project delivery, depending upon the complexity of the project.

From a staffing perspective, continuity and retention remains an issue with the multi-year timelines for project delivery from initial identification through the handover. This is further complicated by the risk of staff in the residential development and project management fields being mobile, reflecting the cyclical project-based nature of the sector. As the development environment has turned in South Australia over the last 12 months and new development players enter the South Australian market, there is an ongoing risk of staff resignation and a potential difficulty in refilling the position with staff qualified/experienced within the property development industry. Robust internal record keeping protocols are needed to ensure critical project history is not lost in this environment and a broader sharing of project history and oversight back into the organisation should be an ongoing focus.

The Division needs to manage periods of vacancy and leave amongst a small team by upskilling and multiskilling across the team to retain oversight across a range of project delivery timelines. Increasing the organisation's understanding of the projects through secondment opportunities as discussed in the Functional alignment section above will serve both as a way to share the commercial knowledge gained through the projects into other areas of the organisation, and also increase the pool of resources who can assist to oversee components of the project as needed and flex the Strategic Development Projects Division resourcing capacity up to deliver the significant work program allocated to this Division.

Page 52

Due to the nature of work, the extent of time that members of the Strategic Development Projects Division spend out of the office makes it critical that ICT and technology solutions are found that can enable staff to work outside of the office efficiently. This is an agenda that also closely aligns with the new Salisbury Community Hub project. Opportunities to explore web based platforms and mobile computing amongst team members would improve operational efficiencies while also mitigating project risks by allowing sharing of documentation between the various consultant teams that work on and support the projects, and ensure a central, remotely accessible, source of project information storage.

> Recommendation 27: The Strategic Development Projects Team should be identified for early adoption of mobile technology and web based solutions proposed for implementation as part of the proposed flexible work style for the organisation, to improve the productivity of the Division.

The preceding commentary throughout this review on the future work program identified for the Division has identified the following resourcing needs for consideration.

- Staff turnover in the Division across the last three years has been disruptive, a result of both a need to rebalance skill-sets to bring increased private development sector commercial acumen into the Division, and loss of staff to new promotion and career development and study opportunities (both internal and external).

> Recommendation 28: A review of all Division staff contracts to align to the adopted work program should be undertaken and extensions considered as appropriate.

- The vacant Strategic Development Project and Design Coordinator position, as a 1 FTE position has not been filled pending the outcomes of the Strategic Development Projects Program Review, following the transfer of this resource to the previously vacant Coordinator Urban Policy position in Economic Development and Urban Policy. The skills held by the former Strategic Development Project and Deign Coordinator remains available to the Division on a negotiated basis. The program review confirms that this position should be refilled with a new position description, anticipated as a level 7.
- It is recommended that this vacant position be re-scoped to reduce the emphasis on urban design skills and to focus on skills and experience in the commercial and residential development sector in preparing EOI's to attract investment in Council land holdings (particularly within Salisbury City Centre), and in creating working partnerships within the not for profit housing and building sectors to deliver alternative housing options in Council developments. This resource would also be responsible for driving and overseeing sales and marketing consultants for the projects, encumbrance management, planning and master planning input, and oversight of residential and market trends. It is expected that this resource would have a property, sales, project management or planning background.
- Commitment to resourcing within the team focused around feasibilities and project delivery needs to be balanced with a skill set that continues to improve internal engagement and coordination, builds the reputation of the Salisbury Living Projects within the community and industry, ensures an ongoing focus on design quality, and identifies and delivers improved community benefits and support of broader community initiatives as part of the projects delivery.

Page 53

- The level of staffing resources provided for the Strategic Development Projects Division (with an increase of internal support and business partnering) is considered adequate to deliver core residential property development projects identified in the Strategic Land Review, subject to the current delivery program being maintained. An acceleration of the program will require a revisiting of resource levels and/or external support.

- However resources required for delivery of the current Salisbury Community Hub project is impacting upon delivery of the core program. Consideration should be given to a short term increase in Division resourcing across the next 12 months to adjust for the current time allocation of the Manager Strategic Development Projects onto the Salisbury Community Hub project.   This role is anticipated to be a level 7 ($91-97k) focused around the project establishment, internal consultation, governance and Council reporting likely to be filled through an internal secondment due to the need for internal systems and processes understanding to support the Manager Strategic Development Projects underpin the scoping and commencement of delivery of the five year development project.

Recommendation 29: An additional 12 month contract position, anticipated at a level 7 ($91-$97k annual salary) be created in the Strategic Development Projects team. This role is to be focused around the project establishment, governance and Council reporting, filled either through an internal secondment or externally recruited contract position, to enable the committed work program to be delivered concurrent with the peak demand of work relating to the design and procurement of the Salisbury Community Hub project. Funding for the position for this financial year be met through a combination of allocation from the wages and salaries provision for operational costs and capitalisation into the relevant Strategic Development Projects.

Photo 13 - Jewel Living Affordable Housing delivered at Boardwalk with starting house and land price $229,990 in conjunction with Rivergum Homes

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Appendices

Appendix 1 – Purchaser / Enquiry Survey – Harrison Research

Appendix 2 - Community Phone Survey – Harrison Research

Appendix 3 – Internal Council Survey – Harrison Research

Page 56

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health - market - social

CITY OF Salisbury

Strategic Development Projects Division

Residential Development Purchasers and Enquirers Survey 2017

Prepared for: Chantal Milton
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Project Number: 9015
Report Date: July 2017

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Table of Contents

Please note that all elements of this project were carried out in compliance with ISO 20252 International Standards.

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2

INTRODUCTION

harrison research
health · market · social

3

Background and Methodology

Background

As part of the wider City of Salisbury Program Review process the Strategic Development Projects Division (SDPD) commissioned Harrison Research to evaluate it's current level of service provision among key stakeholders. In order to quantify the key information requirements, the project consisted of three components:

1. A phone survey of residents immediately adjacent to Developments to better understand, the level of community support, concerns and perceived advantages of the projects

2. An online survey of persons who have enquired or purchased within the developments to understand their motivators, drivers and experiences

3. An online internal staff survey (targeting all staff) to ascertain awareness and knowledge of the role of Strategic Developments Projects Division from within Council and to identify areas of improvement in collaborations, communications and processes.

The outcomes of this evaluation are intended to inform Council decision making on Council's approach to the model; including opportunities to improve broader community value and to improve the internal and external processes for delivering strategic development projects.

The current report delivers the outcomes of component 2 above; the survey of those who had enquired or purchased at one of the City of Salisbury residential development projects. Please note that all elements of this project were carried out in compliance with ISO 20252 International Standards.

Methodology

The questionnaire employed in this survey was developed by the SDPD and refined by Harrison Research (See appendix for final questionnaire). A database of over 1,000 enquirers and purchasers was provided by Connekt. The database was cleaned to remove competitors, builders, suppliers, staff and duplicate records (resulting in a final database of 803 records).

Potential respondents were sent a pre-emptive email from Connekt followed by the survey invite from Harrison Research. An incentive of an entry into a prize draw to win a $250 Gepps Cross Homemaker Centre voucher was used to promote participation. The survey was accessible online between the 15th and 26th of June 2017, during which time several reminders were sent.

A final sample size of n=114 respondents was achieved. A sample of this size offers a margin of error of   8.5% to 95% confidence at the total sample level. The final sample consisted of n=73 individuals who had purchased in one of the developments and n=41 who had enquired but not proceeded to purchase. The overall response rate was 14%, (40% for purchasers and 7% for enquirers).

Analysis has been undertaken to highlight significant variations in responses by date of enquiry, enquirer vs purchasers, which development respondents had enquired/purchased at and basic demographics. However, in most cases statistically significant variations could not be identified due to the small number of respondents within each subgroup (most subgroups failed to reach the n>=30 required for confidence in statistical tests for significance. For example, there were only n=6 respondents who had enquired about or purchased property within the Riverwalk development).

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SUMMARY OF FINDINGS

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5

Summary of Findings

The survey attained a very high response rate from purchasers invited to participate (40%) and overall produced a satisfactory sample size. The following executive summary breaks down the results by section.

Who and Where

- Three quarters (74%) of enquirers and purchasers were in the market for their first residential home.
- Over half were already residents of the City of Salisbury area (53%), a further 23% were existing residents of the norther suburbs (outside of the City of Salisbury area).

Attractants/Sales Points and Advertising

- The key attractants of the development were the price of the properties/packages (68%) and the location (61%). Other common attractants included the block size (32%), the layout (23%) and the design (21%).
- In regards to the area in general the key attractants were affordability (61%), new estate/development (57%), close to family/friends (47%) familiarity with the area (39%).
- Most enquirer/purchasers became aware of the development via billboards/road signs (39%), however, there was also a relatively strong word of mouth component (16%). This indicates that the local messaging for the project was effective.

Awareness of the Development and of City of Salisbury's Involvement

- Just over half of enquirers and purchasers surveyed were aware that City of Salisbury Council were the land developers (54%).

- 75% of those who were aware of City of Salisbury's involvement indicated that it had no influence on their decision to enquire or purchase property in the development.
- The remaining 25% said Council's involvement had a positive influence. Reasons for this position included:
  - Heightened trust due to familiarity,
  - Perceived access to cheaper deals/grants/incentives and
  - Faster approvals/builds.

The Enquiry Experience

- The majority of enquirers/purchasers were positive about all aspects of their enquiry experience, especially high satisfaction was attained for 'responsiveness to queries' and 'the friendliness and helpfulness of the people they dealt with'.

Enquirers only

- 69% of those who enquired about property indicated they did not proceed past receiving information or making/receiving a phone call. However, 17% had started arranging finance.
- Block size was the most common reason provided for not proceeding to purchase (41%), followed by price (24%).
  - Purchase was an ongoing consideration for 15% of this cohort.

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6

Summary of Findings

Purchasers only

- Just over half of purchasers had been looking to purchase a property for less than 6 months (51%).
  - Of note, 14% of respondents were not actively looking at the time of purchase, but felt that it was a good opportunity.
- The most common critical factor on which purchasers decided to purchase was price (33%), however proximity to family and friends was the critical factor for 14% of purchasers.
- Purchasers were generally satisfied with all aspects of the purchasing process, especially:
  - The ease of completing paperwork, and
  - The information provided
- Purchasers were also generally satisfied with the encumbrance approval experience, although to a lesser extent than the purchasing process.
- The vast majority of purchasers had no suggestions for improvements to the enquiry, purchase or approval process. However small numbers of purchasers offered the following suggestions:
  - Improve communication
  - Faster build times
  - Improve encumbrance limitations/build options
- When asked to provide any closing comments or suggestions a number of purchasers raised concerns with ongoing maintenance of public areas of the development (specifically in regards to landscaping).

Overall

Overall, feedback from both enquirers and purchasers was very positive. Sales agents Connekt were generally very well regarded. However, care should be taken to ensure the databases are well maintained for future research needs and to ensure timely follow-up of leads (approximately 20% of records were removed as they were duplicates or competitors/builders/suppliers/staff members).

The use of local messaging for the project appears to be effective and should be employed in future projects. However, there was a low level of awareness in respect to Council being the developer on the projects. This should be communicated more clearly via sales agents and advertising in future as it appears to have a moderate positive influence on a proportion of enquirers and no measurable negative effect.

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PRINCIPLE FINDINGS

harrison research   8

Development in Question and Date of Enquiry

It was acknowledged that a large number of enquirers had enquired about property at multiple developments, therefore respondents were firstly directed to indicate which they had most recently enquired about or purchased in.

All questions within the survey were in relation to the development the respondent indicated in this question. Please note: "[DEVELOPMENT]" is a placeholder for where the development's name was reiterated to participants.

Of the n=114 enquirers and purchasers who participated in the survey 46% had most recently enquired at, or purchased in Boardwalk at Greentree. Approximately one in five had last enquired or purchased in each Greentree Walk (21%) and the Reserve (19%).

The date of their first enquiry into property in the development varied greatly across those surveyed. However, just under half (47%) had first enquired about property in the development in 2016.

Which development was your most recent enquiry in relation to, or which have you most recently purchased in?
(Base: total sample, n=114)

- Boardwalk at Greentree
- Greentree Walk
- The Reserve
- Emerald Green

46% 21% 19% 9% 5%
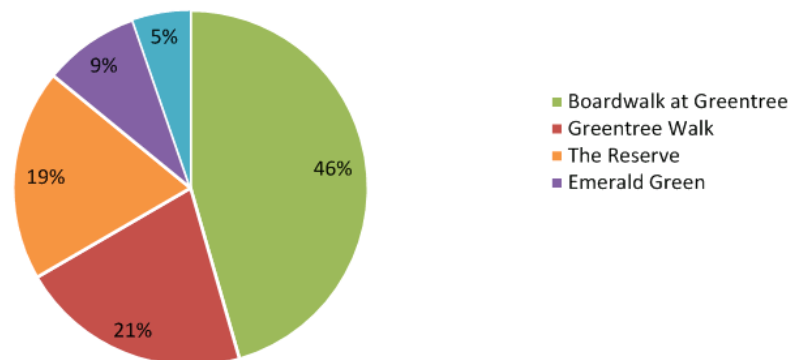
When did you first enquire about the property at [DEVELOPMENT]?
(Base: total sample, n=114)

	% of respondents
Prior to 2014	1%
2014	7%
Early 2015	14%
Late 2015	13%
Early 2016	28%
Late 2016	19%
2017	14%
Don't know/ can't recall	4%

9
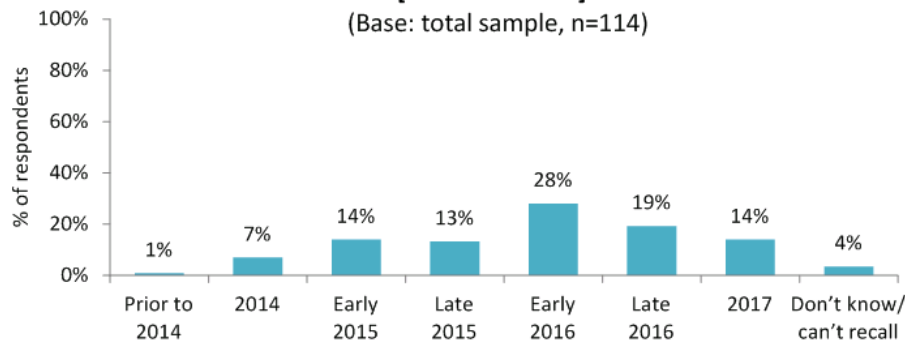
Intended Use of Property

Three quarters of those surveyed stated their intended use of the property was as a first home for residential purposes (74%). For 15% the property was intended to be a trade up or second home.

As would be expected, respondents aged between 18 and 34 were significantly more likely to indicate their intended use of the property was as a first home.

What was your intended use of the property?
(Base: total sample, n=114)

- 8%
- 4%
- 15%
- 74%

- ■ Residential – First home
- ■ Residential – Trade up or second home
- ■ Residential – Downsizing
- ■ Investment

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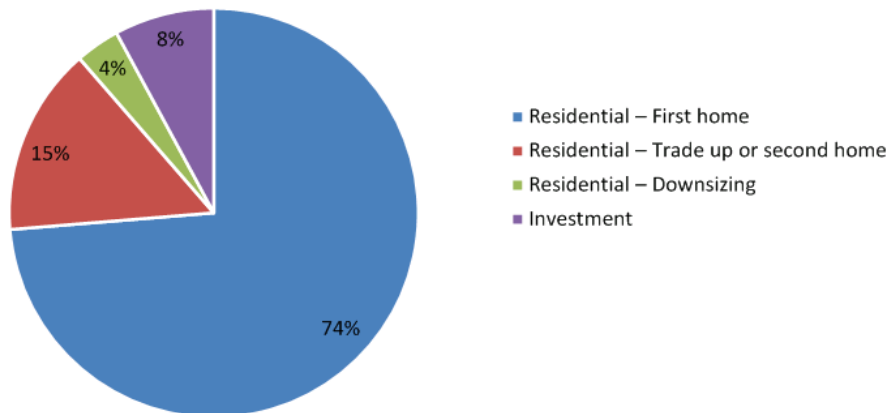
Resident at Time of Enquiry

The majority of enquirers/purchasers within the residential developments were already residents of the City of Salisbury Council area at the time of their enquiry (53%).

A further 23% were existing residents of the northern suburbs.

At the time of your enquiry where were you residing?
(Base: total sample, n=114)

- In the City of Salisbury Council area
- Elsewhere in the northern suburbs of Adelaide (not in the City of Salisbury area)
- Elsewhere in Adelaide (not in the northern suburbs)
- Regional South Australia
- Interstate
- Overseas

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health - market - social

11

Attractants of the Development

Enquirers and purchasers were asked what about the development in particular attracted their interest. They were invited to give as many responses as applicable.

The two most common attractants identified were price (68%) and location (61%).

Survey respondents aged between 18 and 34 were more likely to state that price was a significant attractant for them (75% versus 68% of the total sample).

Respondents who had enquired about property at Boardwalk at Greentree were significantly more likely to indicate that the layout, design and build quality had attracted them (25%, 33%,and 17% respectively).

What about [DEVELOPMENT] in particular attracted your interest?
(Base: total sample, n=114)

Attractant	%
Price	68%
Location	61%
Block size	32%
Layout	23%
Design	21%
Investment potential	18%
House size	18%
Build quality	11%
Build time	7%
Other	5%
Don't know/not sure	2%

% of respondents (incl. multiple responses)

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12
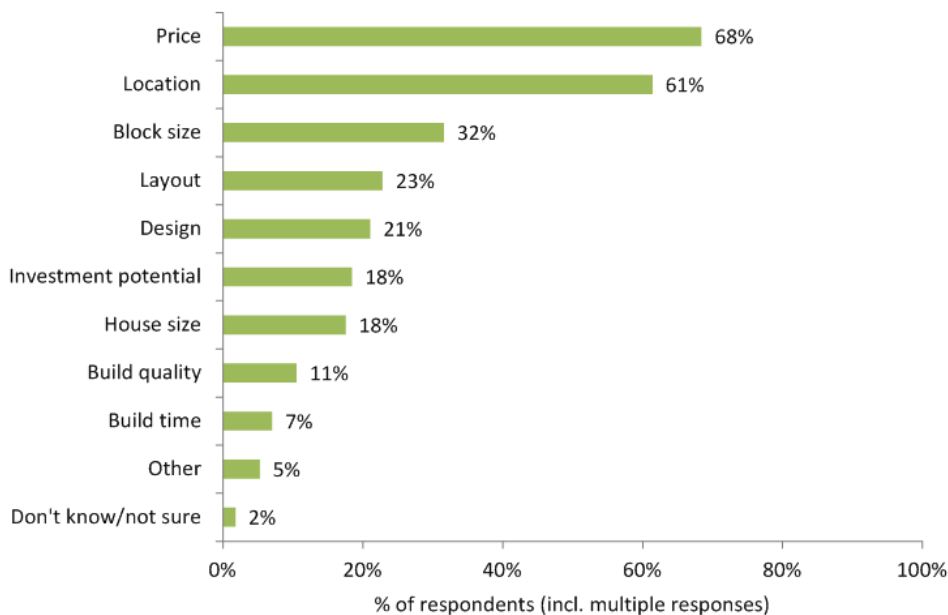
Attractants of the Area

Next enquirers and purchasers were directed to provide aspects of the area in general that had attracted their interest.

Again price or value was a major draw card in the form of the general affordability of the area (61%).

Other common attractants included:
- New estate/development (57%)
- Close to family/friends (47%)
- Familiarity with the area (39%) and;
- As area is quiet/not too busy or congested (38%).

Those who had enquired about property at Boardwalk at Greentree were significantly more likely to name 'green/open spaces/ streetscapes' and views/outlook/ pleasant surroundings' as attractants to the area (40% and 37% of this subgroup, respectively).

Young couples with no children and those aged 18 to 34 were morel likely to name 'close to family/friends' as an attractant (72% and 60%, respectively).

What about the area in general attracted your interest?
(Base: total sample, n=114)

Attractant	%
Affordability	61%
New estate/new development	57%
Close to family/friends	47%
Familiarity with the area	39%
Quiet/not busy or too congested	38%
Green/open spaces/streetscapes	28%
Close to shops and other services	27%
Views/outlook/pleasant surroundings	26%
Close to work	26%
Close to cycling and/or walking paths	22%
Proximity to the city/CBD	21%
Social amenities available (e.g. ovals, rec areas, playgrounds etc.)	18%
Sense of community	15%
Close to schools/university	14%
Good neighbourhood/friendly	13%
Access to transport	12%
Close to public transport	11%
Safety/low crime	4%
Other	1%
Don't know/not sure	1%

% of respondents (incl. multiple responses)

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13

Source of Awareness of Development
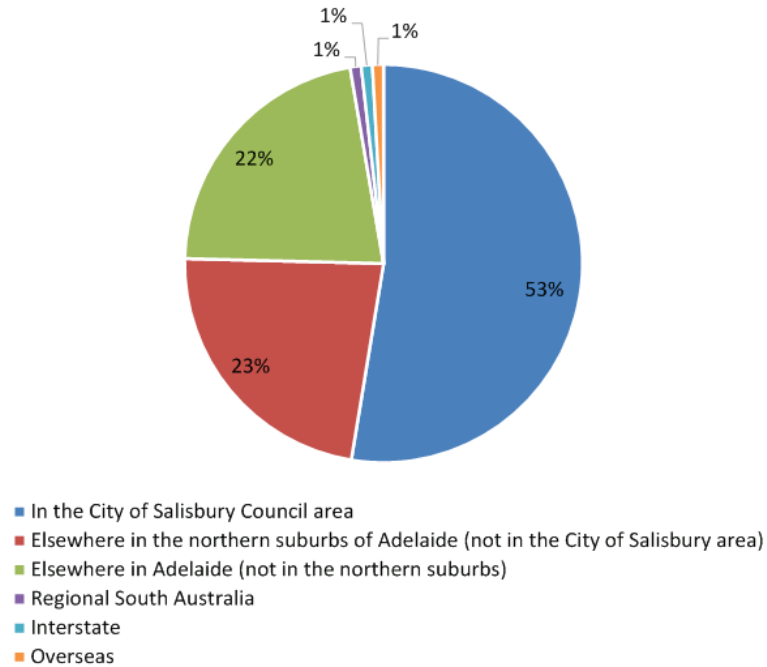
The majority of enquirers/purchasers within the residential developments were already residents of the City of Salisbury Council area at the time of their enquiry (53%). A further 23% were existing residents of the northern suburbs.

Respondents aged 18 to 34 were more likely to have found out about the development via family and friends (22%, versus 16% of the total sample).

Almost 1 in 5 enquirers at Boardwalk at Greentree indicated they had first found out about the development via social media (17%, versus 11% of the total sample).

How did you first find out about the development?
(Base: total sample, n=114)

Source	%
Billboards/road signs	39%
Realestate.com	32%
Family and friends were talking about it	16%
Website	14%
Social Media	11%
Builder/sales agent	10%
Local paper	4%
Walking by	2%
Brochures	2%
Council presentation/consultation/engagement	2%
Radio	1%
Don't know/can't recall	4%

% of respondents (incl. multiple responses)

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14
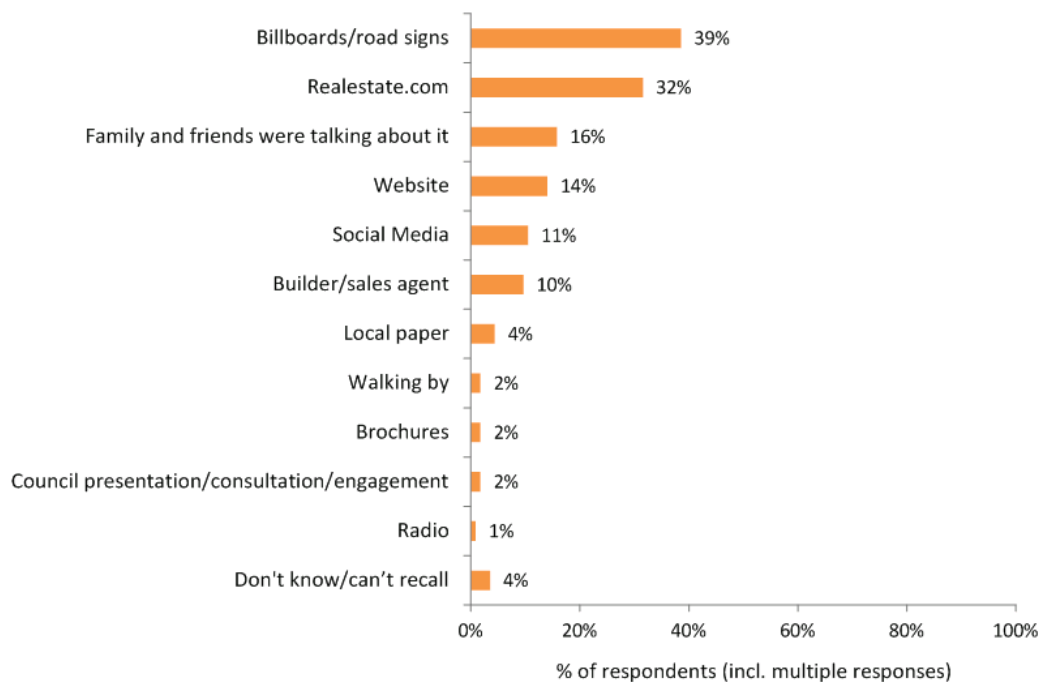
Awareness of Council as the Land Developer

A total of 54% of the enquirers and purchasers surveyed were aware that City of Salisbury Council were the land developers.

Respondents who proceeded to purchase in the development were significantly more aware of City of Salisbury's involvement (64% were aware). However, over one third were unaware (36%).

Were you aware that the City of Salisbury Council was the land developer?
(Base: total sample, n=114)

- Yes
- No

46%

54%

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15
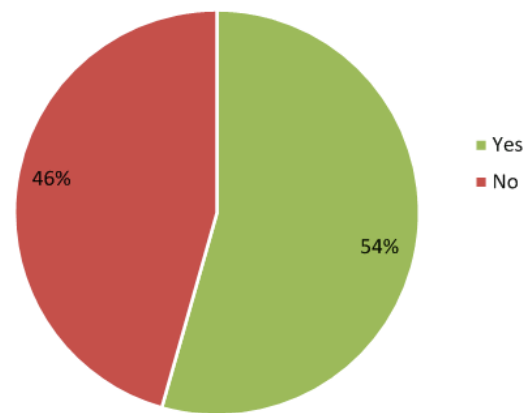
Influence on Decision to Enquire/Purchase

In an open ended question, those who indicated their awareness (n=62) were asked if City of Salisbury's involvement as the land developer influenced their decision to enquire about/purchase property in the development.

The majority of those who were aware of City of Salisbury Council's involvement indicated that it had no influence (approximately 75%). The remainder (approximately 25%) stated that Council's involvement had a positive influence on their decision.

The key themes within these responses were categorised as follows:

Trust/familiarity

I was familiar with the City of Salisbury from friends and family that lived or were living in the area and they all spoke quite highly of them so I was very interested based on that to consider a property in the area.

Yes, because I knew what was there previously and knew the land would be good and was well looked after.

Helpful.

I suppose it helped yes. Ensured that I was dealing with the best knowledgeable people for purchasing.

Yes, there is no matter have a good experience.

Yes. I previously lived in the Salisbury area and I was familiar with the Salisbury Council.

Cheaper/grants/incentives

Felt greater care was put into the design and pricing of the estate. Felt the councils motivation/priority to be generally more to do with benefit of the community as a whole, rather than simply short-term profit driven.

Yes - I believe the land will be cheaper if the council is involved.

Yes, hoped for the better prices.

Grants were available on selected blocks.

Yes, 10k incentive.

Yes. It attracts us the 10k grant for the land which part of our payment. It was a really good deal for us to ne able to afford the house and land package.

Quicker approvals/builds

A little. It reassured me of security and timing of build.

Yes as every building company we spoke with advised Salisbury Council are good to deal with an generally quick with approvals.

Yes. Quicker approval times.

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Satisfaction with Aspects of the Enquiry Experience

The majority of enquirers/purchasers were positive about all aspects of their enquiry experience.

The highest overall satisfaction was received for responsiveness to queries (85% were satisfied to some extent). Of note, over one third of respondents (34%) were "very satisfied" with the friendliness and helpfulness of the people they dealt with.

Although reported dissatisfaction was very low across the board, the highest dissatisfaction was received for:
• Sales agent follow-up (10% dissatisfied to some extent) and;
• Sales agents understood my needs (9%)

Respondents who proceeded to purchase in the development were significantly more likely to be satisfied that the sales agent understood their needs (89%).

How satisfied or dissatisfied were you with the following aspects of your enquiry experience?
(Base: total sample, n=114)
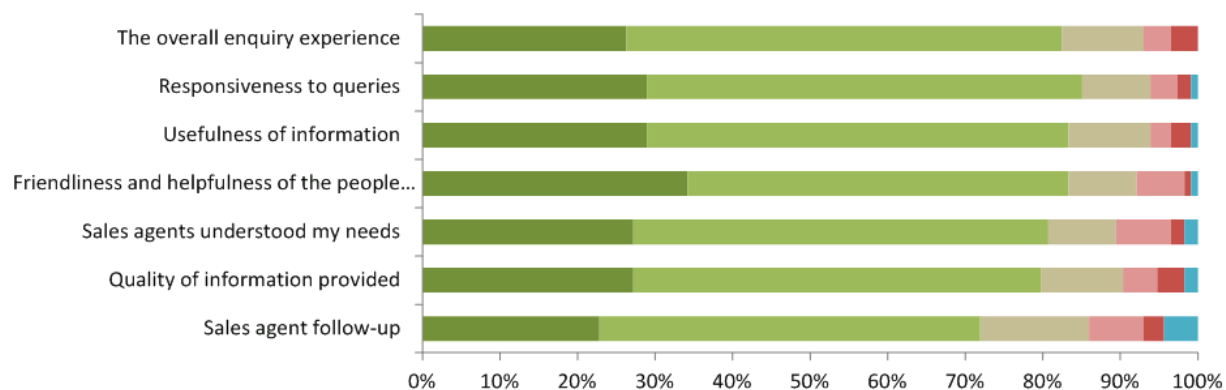
	Sales agent follow-up	Quality of information provided	Sales agents understood my needs	Friendliness and helpfulness of the people you dealt with	Usefulness of information	Responsiveness to queries	The overall enquiry experience
■ Very satisfied	23%	27%	27%	34%	29%	29%	26%
■ Satisfied	49%	53%	54%	49%	54%	56%	56%
■ Neither satisfied nor dissatisfied	14%	11%	9%	9%	11%	9%	11%
■ Dissatisfied	7%	4%	7%	6%	3%	4%	4%
■ Very dissatisfied	3%	4%	2%	1%	3%	2%	4%
■ Don't know	4%	2%	2%	1%	1%	1%	0%

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Comments on Satisfaction with Enquiry Experience

After providing their ratings in the previous question respondents were invited to leave any comments they had in respect to their ratings for the enquiry process.

The verbatim responses received were as follows:

Alex Minicozzi was excellent

Connekt was very difficult to deal with. When Alex was running things, everything was crystal clear and he explained everything straight away - he was very helpful. When Alex was no longer involved we could not get straight answers from connekt, when asking questions we were left without answer and follow never occurred. It was very disorganised and unreliable.

I feel the Sales agent responds to the phone call as soon as possible. But sometimes they did not answer the missed call for one day.

Initially in map reserves were shown as green (grass, trees, plants) in actual it is just dirty water. this open water is unsafe unsecure for the family.

More communication from the builders. I'm unable to find out when they plan to start building, I have nobody to contact at Rivergum Homes.

No I started at looking at blocks of land under the tea tree gully Council because the land was nearly the same price.

Our development was changed after we purchased the land. Walpole Rd was not supposed to join Greentree Blv. We now have a ridiculous amount of traffic going past our house when we should have had almost none. The area is very poorly maintained. I had to call the Xouncil three times last year to mow the grass out the front of our property as it was 60cm tall. Council getting greedy and releasing more blocks in our estate instead of the planned shops has led to a terrible first home experience.

We had a lot of soil dumped on our land by builders from other blocks. Our land agent followed everything up and eventually got the council to remove it for us. We were very satisfied with the effort and outcome.

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18

Proceed to Purchase

Almost two thirds of those who opted to participate in the survey were purchasers (residents or investors) within one of the developments.

There were no identifiable subgroup variations in those who purchased in the development compared to those who did not.

Pages 19-21 to follow report the results of questions that were only directed towards those who did not proceed to purchased.

Questions directed towards purchasers are found on pages 22-30.

No subgroup variations were identifiable in the remainder of the report due to smaller demographic subgroups within the purchasers and enquirers groups.

Did you proceed to purchase a property in the development?
(Base: total sample, n=114)

- Yes (Purchasers)
- No (Enquirers)

36%

64%

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19
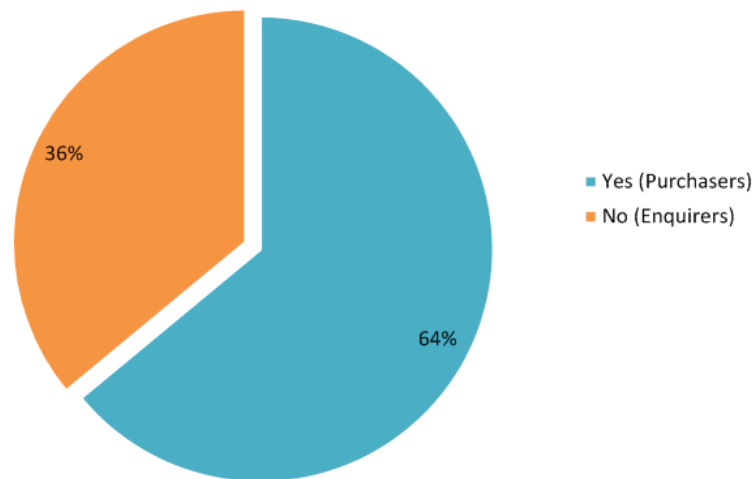
Enquirers: How Far into Enquiry Process

Those who did not proceed to purchase in the development were asked how far into the enquiry process they got.

Just over one quarter had simply requested information and proceeded no further (27%). Four in ten made or received a phone call in regards to the property (42%).

In total 14% had a face to face meeting (either in the sales office or on site).

A final 17% started arranging finance but ceased or were unable to proceed due to lack of finance.

How far into the enquiry process did you get?
(Base: enquirers only, n=41)

- Simply requested further information
- Made or recieved a phone call
- Had face to face meeting with sales agent in office
- Had face to face meeting with sales agent on site
- Started arranging finance

| 27% | 42% | 7% | 7% | 17% |

% of respondents

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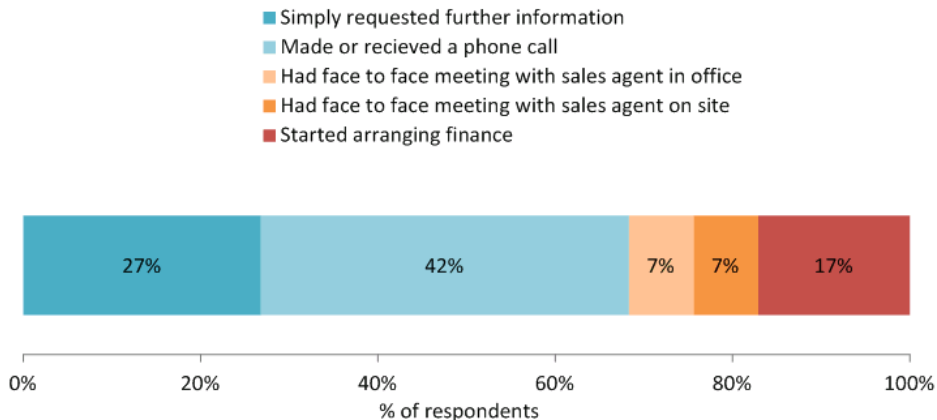
Enquirers: Reasons Did Not Proceed to Purchase

The most common reasons for not proceeding through to purchase were block size (41%) and price (24%).

Purchasing in the property was an ongoing consideration for 15% of survey respondents, a further 15% were unable to secure finance to purchase the property.
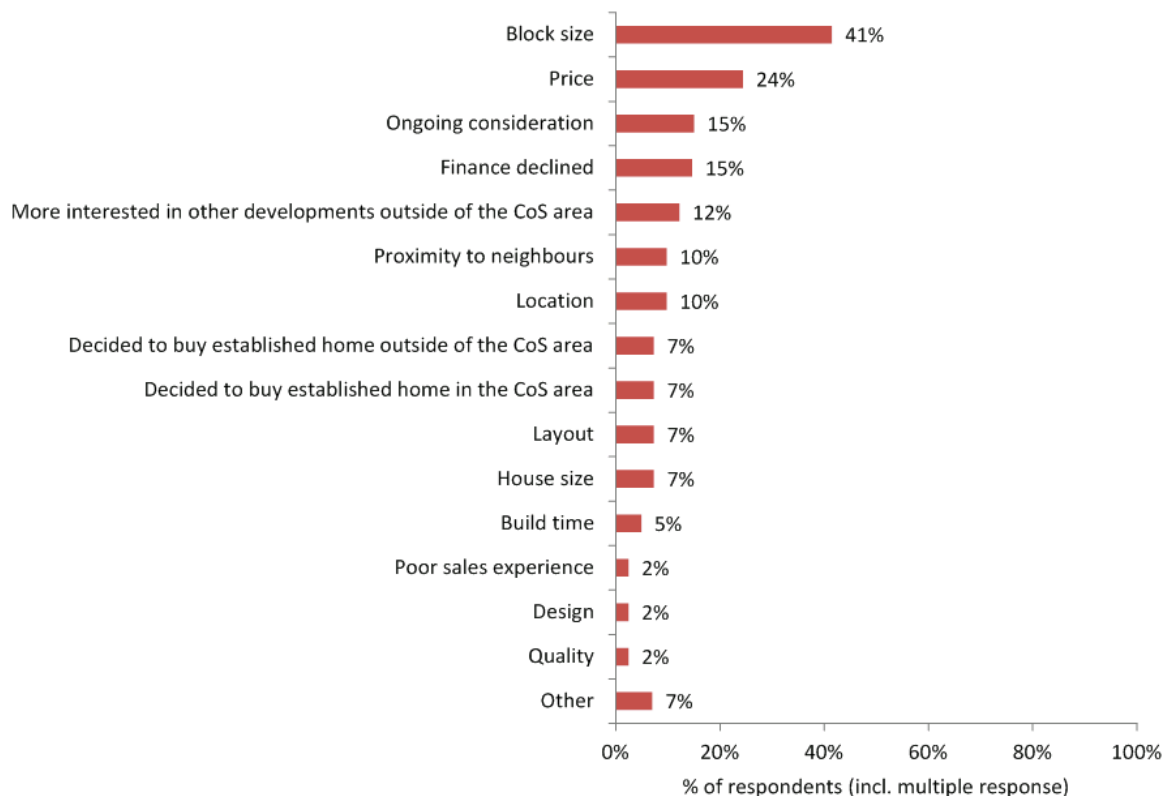
Why did you not proceed to purchase?
(Base: enquirers only, n=41)

Reason	%
Block size	41%
Price	24%
Ongoing consideration	15%
Finance declined	15%
More interested in other developments outside of the CoS area	12%
Proximity to neighbours	10%
Location	10%
Decided to buy established home outside of the CoS area	7%
Decided to buy established home in the CoS area	7%
Layout	7%
House size	7%
Build time	5%
Poor sales experience	2%
Design	2%
Quality	2%
Other	7%

% of respondents (incl. multiple response)

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Enquirers: Areas for Improvement and Closing Comments

Those who had enquired about property in one of the five developments but did not proceed to purchase were invited to offer ways in which the enquiry process could be improved. The following four comments were received:

Better follow up with online enquiries

Information should be sent via email instead of calling first.

Spend more time on enquiring what we wanted and promote the area/development instead of jumping straight into have you organised finance

No, not really. The only negative was the sales person who we were scheduled to meet on the open day to see blocks was a no show.

Lastly, enquirers were asked if they had any other closing comments or suggestions in regards to their experience or the development in general. The majority chose not to leave a comment. However, of the remainder the key themes identified (from most to least common) were:

Positive feedback

It's a really nice development and would be fantastic for first home buyers.

Maybe next time.

All good.

The reserve is still an excellent estate.

very friendly, helpful and insightful.

Very good customer service. I didn't buy a land for the reason luck of funds.

Wish I was able to buy the block I was looking for but at that time there was none available.

Thanks for letting me give feedback

Block size/value for money

Have bigger blocks and make the land affordable

It would be great to see a few more traditional sized blocks released in further developments.

Needs to be more affordable for such a tiny block of land.

There need to be more larger sized blocks at least 16 metres wide, not everyone wants small lots

A great development however the pricing did not reflect the neighbouring suburbs, I purchased land for $170k for the size of 494sqm which was not possible at Greentree. The prices are quite high for the surrounding low economic suburbs.

Location/design issues

Area was too close to already existing old properties. Hence the development did not feel as new; especially the blocks closer to railway tracks.

At our stage of looking, there were only a couple of blocks available. It was purely location as the reason for not proceeding as Pt Wakefield could be seen from the block.

Might sound funny, but the trees planted don't look great when they are older, all for trees but I personally along with lots of others love the trees in the settlers farm estate near the shopping centre (settlers drive I think it is) gives the area character.

Service issues

I understand the whole trying to close "sales" in a small development like this and overall everything was okay, it was hard to commit to something where the actually development wasn't finished so you couldn't actually see the area first hand, only through a fence and through masterplans.

I should be able to find pricing without having to have someone ring me and hassle me to buy.
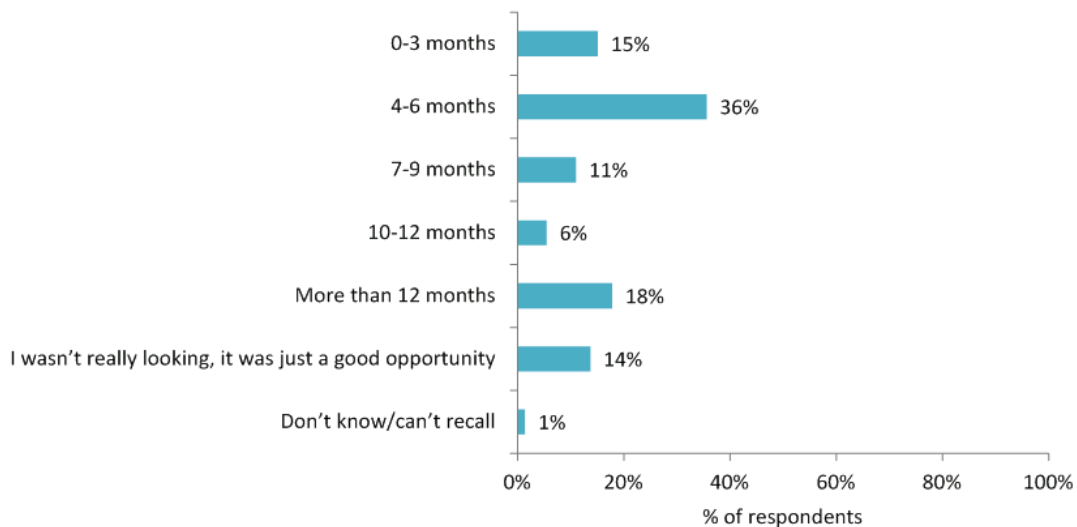
22

Purchasers: Time Spent Looking for Property

Respondents who had purchased in one of the developments were asked how long they had been searching for a property to purchase.

Just over half of purchasers (51%) had been in the market for a property for less than 6 months.

Of note, 14% of respondents stated they were not actively looking for property to purchase at the time, but felt that it was a good opportunity.

How long had you been looking to purchase a property?
(Base: purchasers only, n=73)

Response	%
0-3 months	15%
4-6 months	36%
7-9 months	11%
10-12 months	6%
More than 12 months	18%
I wasn't really looking, it was just a good opportunity	14%
Don't know/can't recall	1%

% of respondents

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Purchasers: Key Factor in Decision to Purchase

Mirroring the results of previous questions, when asked what the single critical factor was on which they decided to purchase the property the most common response was price (33%).
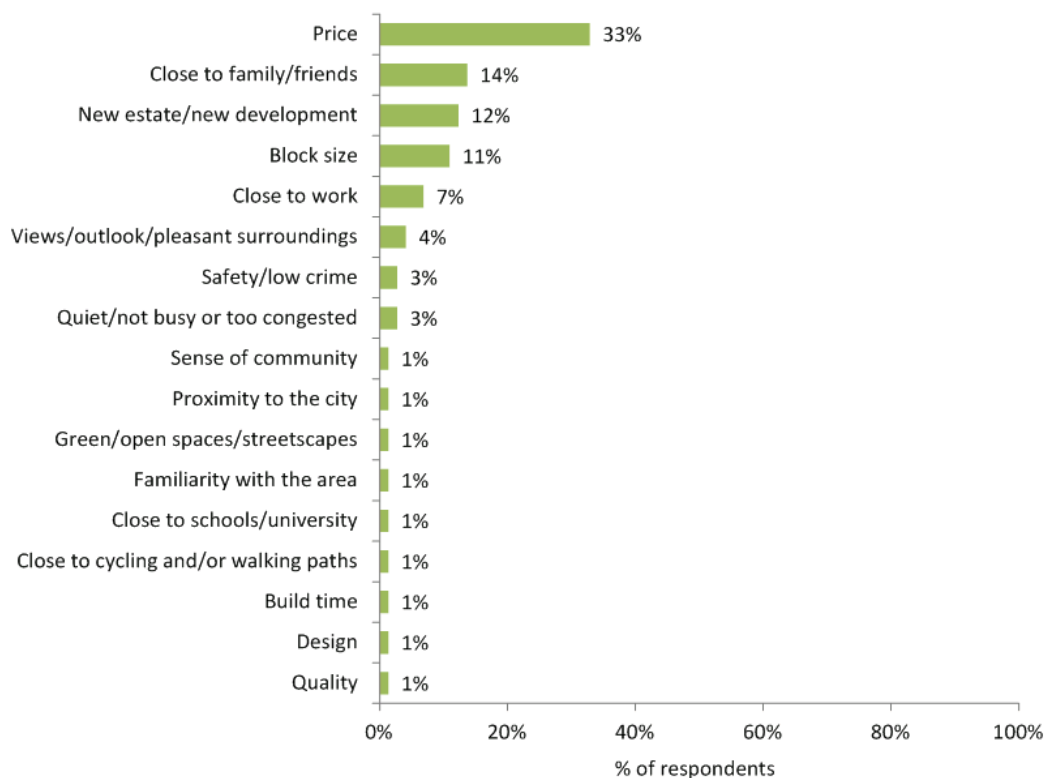
Other common critical triggers or drivers in the decision to purchase included:
- Close to family/friends (14%)
- New estate/development (12%)
- Block size (11%), and
- Close to work (7%)

What was the critical factor on which you decided to purchase?
Single response only
(Base: purchasers only, n=73)

Factor	%
Price	33%
Close to family/friends	14%
New estate/new development	12%
Block size	11%
Close to work	7%
Views/outlook/pleasant surroundings	4%
Safety/low crime	3%
Quiet/not busy or too congested	3%
Sense of community	1%
Proximity to the city	1%
Green/open spaces/streetscapes	1%
Familiarity with the area	1%
Close to schools/university	1%
Close to cycling and/or walking paths	1%
Build time	1%
Design	1%
Quality	1%

% of respondents

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## Purchasers: Satisfaction with Purchasing Experience

Overall, purchasers were generally satisfied with aspects of the purchasing process.

The highest levels of satisfaction were achieved for face to face meetings , the ease of completing paperwork and the information provided (82% of purchasers were satisfied to some extent with all three of these aspects).

The highest dissatisfaction was achieved for the build options provided (11% dissatisfied to some extent).

Thinking about your experience in purchasing your allotment, how satisfied or dissatisfied were you with the following aspects?

(Base: purchasers only, n=73)
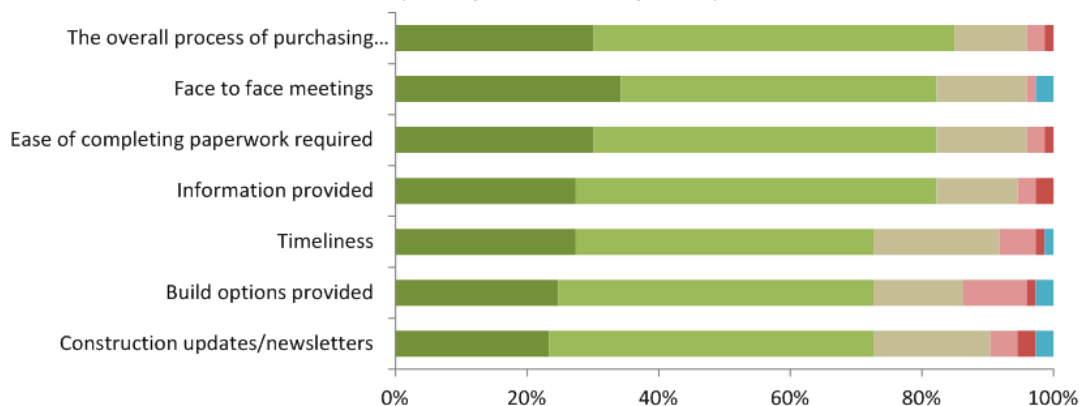
	Construction updates/ne wsletters	Build options provided	Timeliness	Information provided	Ease of completing paperwork required	Face to face meetings	The overall process of purchasing your allotment
Very satisfied	23%	25%	27%	27%	30%	34%	30%
Satisfied	49%	48%	45%	55%	52%	48%	55%
Neither satisfied nor dissatisfied	18%	14%	19%	12%	14%	14%	11%
Dissatisfied	4%	10%	5%	3%	3%	1%	3%
Very dissatisfied	3%	1%	1%	3%	1%	0%	1%
Don't know	3%	3%	1%	0%	0%	3%	0%

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25

Purchasers: Comments on Satisfaction with Purchasing Experience

After providing their ratings in the previous question respondents were invited to leave any comments they had in respect to their purchasing experience.

The verbatim responses received were as follows:

My dissatisfaction with construction updates was due to the building company that I chose and nothing whatsoever to do with the developer. I was very satisfied with my interactions with the developer and the ease of the land purchase.

Sales agent was great and professional before and during the purchase process, however I would appreciate more construction updates after purchase most importantly on when building is planned to begin.

The land release was held up for months as the civil work was not completed. We were given encumbrances which we adhered to but some houses in the area have not done the same. What are you doing about it?

Paperwork was often confusing and not well explained - especially the HAF Grant. The construction updates/newsletters were irrelevant and uninteresting.

Would have been happier to save a lot on stamp duty, but unfortunately the house was already being to be built when I purchased.

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Purchasers: Satisfaction with Encumbrance Approval Experience

Although purchasers displayed high levels of satisfaction with aspects of the encumbrance approval experience, overall satisfaction was slightly lower compared to their enquiry and purchasing experience ratings.

The proportion of purchasers satisfied to some extent was relatively even across all aspects measured, ranging from 68% to 74%.

The notable exception was in regards to design requirements. Just over one in ten purchasers (11%) stated they were dissatisfied with the design requirements to some extent.

Thinking about your encumberance approval experience, how satisfied or dissatisfied were you with the following aspects?
(Base: Puchasers only, n=73)
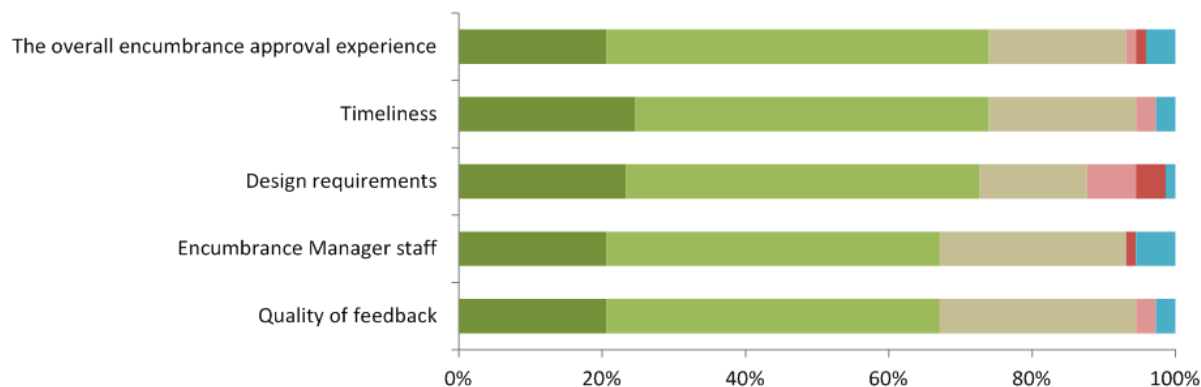
	Quality of feedback	Encumbrance Manager staff	Design requirements	Timeliness	The overall encumbrance approval experience
■ Very satisfied	21%	21%	23%	25%	21%
■ Satisfied	47%	47%	49%	49%	53%
■ Neither satisfied nor dissatisfied	27%	26%	15%	21%	19%
■ Dissatisfied	3%	0%	7%	3%	1%
■ Very dissatisfied	0%	1%	4%	0%	1%
■ Don't know	3%	5%	1%	3%	4%

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Purchasers: Comments on Satisfaction with Encumbrance Approval Experience

After providing their ratings in the previous question purchasers were invited to leave any comments they had in respect to their encumbrance approval experience. Several positive comments were received in regards to a specific staff member, while others expressed dissatisfaction that their design choices were denied or raised concerns regarding their perceptions of encumbrance guidelines being relaxed for others on the street.

Katherine Thrussel was fantastic!

Katherine Thrussel was very helpful whenever contacted.

Not sure I agree with the solar panel shouldn't be visible from the street aspect. Overall I approve.

We had originally been given the go ahead for our choice of façade only to have it denied at building stage. Had to delay start of our build until it was officially approved. We are glad it was resolved and approved in the end otherwise we would have been very dissatisfied.

We're extremely disappointed about our choice of driveway side being taken away from us - it has forced a build in which the sunlight is on the bedroom side of the house rather than the entertainment side, forcing more use of power for lighting and heating/cooling when this could have been avoided. A terrible idea - I understand certain encumbrances, but putting in the crossovers was truly awful idea. Clients should be able to at least choose where the crossover will go.

Seeing the development of other homes makes me wonder how people are being allowed to break encumbrance design guidelines e.g.. Height of fence, tv antenna on rooftops, roof pitch angle and facade design.

There are houses in our street that haven't adhered to the encumbrances. What are you doing about that?

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Purchasers: Areas for Improvement in Enquiry, Purchase or Approval Processes

Next, all purchasers were asked if they felt there were any ways there any ways in which the enquiry, purchase or approval processes could be improved. The majority of purchasers indicated they had no suggestions, Of those that elaborated the key themes identified are listed below (from most to least common) along with verbatim comments.

No – Positive feedback

As a first home buyer the service to me was informative and helpful. I understood what they told me and they where happy to answer any question!

Everything was great.

No it was perfect Alex from Connekt up was easily contact able and very personable.

No overall a good experience.

No, it. all went very smoothly.

No, the process went nice and smoothly.

No. I was happy with the overall process.

None, we had a very good experience with the whole process.

Overall experience was made easy by Colin Martin.

We had a very smooth process, no improvements required.

Improve communication

More communication within council encumbrance staff. When one member approves a façade via email before plans are submitted and another member officially denies it down the track, it can be frustrating

Appoint a good sales agent who answers the phone and returns back to your calls so the customer doesn't lose their subsidy like I lost mine.

When dealing with Connekt, they had a few staff turnovers which caused some information to be lost/not passed on. Consequently was advised late when land was ready for engineers to access and later received some calls of interest even though I had already signed contracts. Other than that, very happy.

Approval process needs improving due to lack of documentation about land or something as it took about 5-6 months to get financial approval due to the land size. (was a very stressful time) Even after a pre approval was achieved for a larger loan.

Appoint a good sales agent who answers the phone and returns back to your calls so the customer doesn't lose their subsidy like I lost mine.

Communication from the builders or a point of contact with Rivergum Homes, so I can more efficiently get updates on what is happening. Just want some basic updates on when building is planned to begin.

Faster build times

Yes can be make it bit more faster.

Was not aware that there would be delays with construction due to the roads not having been completed yet. Without the roads, was unable to get the survey done.

Our approval from council took a long time due to the fact that the person thought they had sent a message to our builder but didn't, so this held up the process a little.

Builders need to speed up the building process.

Encumbrance/build options

A broader selection of internal design, colours and extras.

Build options

Overall purchase was satisfactory but I was very disappointed with the encumbrance criteria's required by the City of Salisbury for our estate.

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29

Purchasers: Closing Comments or Suggestions

Lastly, purchasers were invited to provide any closing comments or suggestions in regards to their experience.

Maintenance concerns

1. Weeds from Council land left too long to be trimmed, very bad image for the street; 2. Gumtrees are so easy to drop branches and falling down. Should consider different type of nice trees to lift up the streets. currently still plant gum tree, no maintenance, some trees are still held tightly.

After discussion with our neighbours we found that the Council would not return to landscape the verge between our boundary and the curb so everyone has done that themselves and it all looks a bit different. Would have been nice to have a footpath run all the way down the street with matching landscaping done by the Council.

People have paid good money and continue to pay high rates to live in this new estate, the least you can do is maintain it. Mow the grass, spray the weeds and not just at the entrance of the estate either. Spend more money on the playground on Walpole Road as it is insufficient for the amount of children that will soon reside in this area.

I knew I should not have bought here! You can just see the area going to look like crap. Lawns take to long to get mowed. Landscaping is starting to look crap. Dead plants need to be replaced. All purple sprinkler pipes showing on every garden bed. At bus stop 42 on Kings Rd back to White Rd why don't you cut the tree's back and put a small interchange there with angle parking so we can get rid of the dirt and mud with some gutters? It is 2017 do you have gutters out the front of your house? They actually do look nice. A couple other things; we should be allowed to have a front fence. Why do you keep planting gum tree's out the front of people's houses? All the other Councils are planting tuckeroo trees. thanks I hope this doesn't just get filed.

Would be good to ensure the 3 corner jacks in the area are dealt with as they are terrible, spread and hurt people and animals, bikes and are a nuisance, would be good to know when boardwalk will be complete, the one over the water

Please maintain the greenery and overall cleanliness of the project.

The verge of a property should not be developed until the majority of properties are complete - otherwise it is damaged and for reasons regarding the crossover as above.

We've found a lot of the lawns and plants in front of houses were damaged in the building process as they were finished for point of sale. They weren't ever re-done and we filled in holes and relay lawn ourselves. We also find the Council areas such as lawn and nature strips are not maintained - we mow our own weekly but a lot of the development have artificial lawn so presumably don't have a lawn mower and the Council strip is long, messy and not maintained - which is disappointing. We purchased in a new development because we wanted to live somewhere that was presentable. Also there are some blocks which were not sold that were also not maintained they are overgrown and have rubbish dumped.

Positive comments

The build was so fast and I have great neighbours.

The experience I've had with all those involved in the Boardwalk at Greentree have been incredibly positive, I've been kept in the loop at all times as to what is happening and have also been incredibly lucky to be considered and participated in many of the marketing strategies specifically with the Jewel living by Rivergum.

Very happy with performance of the agent Colin Martin

Security was a concern initially but the Council was quick to get onto it and upgrade with an additional sign and cameras. Also having to pay for the fences of the blocks that haven't been sold, that would be good to be included in the land cost too, especially as they are so specific with requirements and the graffiti has also been dealt with quite quickly too which has been great.

All well organised

So very happy.

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Purchasers: Closing Comments or Suggestions

Parks

Dry creek on Rivergum Circuit, Paralowie should be converted into garden. So, that kids can play there. Also, sand in the playing area at Boardwalk should be replaced with grass or something similar. It's very inconvenient with the sand there. Thanks

Hope they can build big park with basketball and community center within the new suburb like boardwalk or Kingsway.

Salisbury Council is converting the whole area into residential accommodation no gardens or parks. No point of having a new area with no parks around.

Parking

Parking is tight and very congested in the street. Some parking bays should have been put in.

Roads are quite narrow. When cars are parked along the street it is really hard to pass through

NBN Connection

Just that we have been struggling to obtain any form of Internet and we were advised prior to building that it would be NBN ready. We have been in our property for 2 years. Also the parking for our street is not very parking friendly. We have no space for our neighbours parking as each home can only house 1 car per driveway so the home has one car on the road and we have to be careful on where we park so we don't hit anyone or are even able to get out and one home has a yellow no parking line. So makes for difficultly on parking and bin collection.

Making sure which NBN connection is going to be utilized beforehand so people can prepare.

Pricing/subsidy issues

The developer first offered me the price $ 195000 and sent the offer letter and after they changed their mind and ask me $238000. I have forced to give the amount otherwise I would lose the land.

I was eligible for $10,000 grant from the Government for buying a block in this estate but sales agent's negligence costed me $10,000.
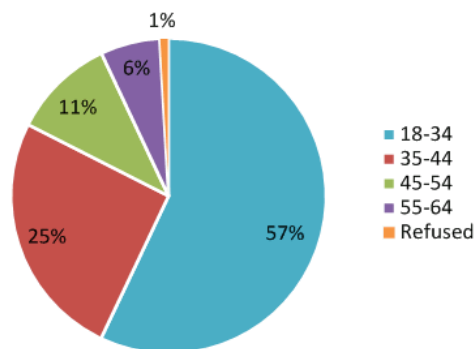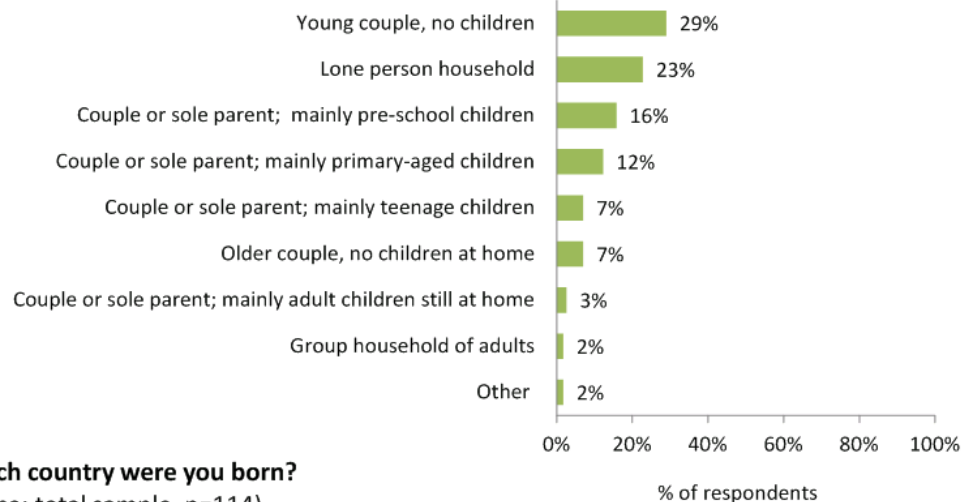
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APPENDIX A: DEMOGRAPHICS

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Demographics

In which of the following age brackets do you fall?
(Base: total sample, n=114)

- 18-34 — 57%
- 35-44 — 25%
- 45-54 — 11%
- 55-64 — 6%
- Refused — 1%

Which of the following best describes your household?
(Base: total sample, n=114)

	%
Young couple, no children	29%
Lone person household	23%
Couple or sole parent; mainly pre-school children	16%
Couple or sole parent; mainly primary-aged children	12%
Couple or sole parent; mainly teenage children	7%
Older couple, no children at home	7%
Couple or sole parent; mainly adult children still at home	3%
Group household of adults	2%
Other	2%

% of respondents

In which country were you born?
(Base: total sample, n=114)

- Australia — 67%
- India — 13%
- Netherlands/Holland — 3%
- Bhutan — 3%
- United Kingdom — 2%
- New Zealand — 2%
- Afghanistan — 2%
- Other — 10%

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APPENDIX B: QUESTIONNAIRE

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Purchasers/ Enquirers

Hello,

Connekt Urban Projects recently sent you an email inviting you to participate in a short online survey regarding your experience with enquiring about or purchasing property at one of the following five residential development projects in the City of Salisbury area:

- Emerald Green
- The Reserve
- Greentree Walk
- Riverwalk
- Boardwalk at Greentree

This survey aims to understand your reasons for enquiring/purchasing in the area and examine ways the engagement and sales process may be improved.

As a thanks to those who take part, we are offering a prize draw to win a $250 Gepps Cross Homemaker Centre Voucher.

To ensure anonymity, we at Harrison Research, an independent social research company have been commissioned to conduct the online research. Rest assured that all information you provide is absolutely confidential under the Privacy Act Legislation. All identifying information is removed before analysis and data cannot be attributed to any one survey participant.

To participate simply click on the link below, complete the survey and it will be automatically returned to Harrison Research.

The survey will take approximately five minutes, depending on your answers. Your participation in the survey is not mandatory but your input would be valued and highly appreciated.

Thank you in advance for your participation

Q1. Which development was your <u>most recent</u> enquiry in relation to or which have you purchased in?
1. Emerald Green
2. The Reserve
3. Greentree Walk
4. Riverwalk
5. Boardwalk at Greentree

Q2. When did you first enquire about the property in [DEVELOPMENT]?
1. Prior to 2014
2. 2014
3. Early 2015
4. Late 2015
5. Early 2016
6. Late 2016
7. 2017
8. Don't know/can't recall

Q3. What was your intended use of the property?
1. Residential – First home
2. Residential – Trade up or second home
3. Residential – Downsizing
4. Investment

Q4. At the time of you enquiry where were you residing?
1. Elsewhere within the City of Salisbury area
2. Elsewhere in the northern suburbs of Adelaide
3. Elsewhere in Adelaide (not northern suburbs)
4. Regional South Australia
5. Interstate
6. Overseas

Q5. What about [DEVELOPMENT] in particular attracted your interest? Please select as many as applicable. **Multiple response**
1. Price
2. Location
3. Build quality
4. Design
5. Block size
6. House size
7. Layout
8. Build time
9. Investment potential
10. Don't know/not sure
11. Other (specify)

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Q6. What about the area in particular attracted your interest? Please select as many as applicable.
Multiple response
1. Access to transport
2. Affordability
3. Close to cycling and/or walking paths
4. Close to family/friends
5. Close to public transport
6. Close to schools/university
7. Close to work
8. Close to shops and other services
9. Familiarity with the area
10. Green/open spaces/streetscapes
11. Good neighbourhood/friendly
12. New estate/new development
13. Proximity to the city/CBD
14. Quiet/not busy or too congested
15. Safety/low crime
16. Sense of community
17. Social amenities available (e.g. playing fields, ovals, recreation areas, playgrounds etc.)
18. Views/outlook/pleasant surroundings
19. Don't know/not sure
20. Other (specify)

Q7. Thinking about [DEVELOPMENT], how did you first find out about it?
1. Billboards/road signs
2. Council presentation/consultation/engagement
3. Social Media
4. Realestate.com
5. Brochures
6. Local paper
7. Radio
8. Website
9. Family and friends were talking about it
10. Don't know/can't recall
11. Other (specify)

Q8. Were you aware that the City of Salisbury Council was the land developer?
1. Yes
2. No

Q9. **IF YES:** Did this influence your decision to enquire about/purchase property in the development? If so how?
1. Yes **[Comment box]**
2. No influence

Q10. How satisfied or dissatisfied were you with the following aspects of your enquiry experience? **1-5 scale, Don't know**
- Responsiveness to queries
- Friendliness and helpfulness of the people you dealt with
- Staff understood my needs
- Quality of information provided
- Usefulness of information
- Staff follow-up
- The overall enquiry experience

Do you have any comments you would like to make in relation to your ratings above?
COMMENT BOX

Q11. Did you proceed to purchase a property in [DEVELOPMENT]?
1. Yes   - GO TO PURCHASERS ONLY
2. No   - GO TO ENQUIRERS ONLY

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36

ENQUIRERS ONLY

Q1. How far into the enquiry process did you get?

1. Requested further information
2. Phone call
3. Face to face meeting with sales agent in office
4. Face to face meeting with sales agent on site
5. Started arranging finance

Q2. Why did you not proceed to purchase? Please select as many as applicable. **Multiple response**

1. Price
2. Location
3. Quality
4. Design
5. Block size
6. House size
7. Layout
8. Build time
9. Proximity to neighbours
10. Finance declined
11. Poor sales experience
12. Decided to buy established home in the City of Salisbury area
13. Decided to buy established home outside of the City of Salisbury area
14. Was more interested in other developments in the City of Salisbury area
15. Was more interested in other developments outside of the City of Salisbury area
16. Other (specify)

Q3. Are there any ways in which the enquiry process could be improved? **Open ended**

Q4. Do you have any other closing comments or suggestions in relation to your enquiry or the development in general?
Open ended

GO TO DEMOGRAPHICS

PURCHASERS ONLY

Q1. How long had you been looking to purchase a property?

1. 0-3 months
2. 4-6 months
3. 7-9 months
4. 10-12 months
5. More than 12 months
6. I wasn't really looking, it was just a good opportunity
7. Don't know/can't recall

Q2. What was the critical factor on which you decided to purchase in [DEVELOPMENT]? **Single response only**

1. Quality
2. Design
3. Price
4. Block size
5. House size
6. Layout
7. Build time
8. Sales experience
9. Access to transport
10. Close to cycling and/or walking paths
11. Close to family/friends
12. Close to public transport
13. Close to schools/university
14. Close to work
15. Close to shops and other services
16. Familiarity with the area
17. Green/open spaces/streetscapes
18. Good neighbourhood/friendly
19. New estate/new development
20. Proximity to the city
21. Quiet/not busy or too congested
22. Safety/low crime
23. Sense of community
24. Social amenities available (e.g. playing fields, ovals, recreation areas, playgrounds etc.)
25. Views/outlook/pleasant surroundings
26. Don't know/can't recall
27. Other (specify)

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Q3. Thinking about your experience in purchasing your allotment, how satisfied or dissatisfied were you with the following aspects? **1-5 scale, Don't know**

- Ease of completing paperwork required
- Face to face meetings
- Information provided
- Build options provided
- Timeliness
- Construction updates/newsletters
- The overall process of purchasing your allotment

Do you have any comments you would like to make in relation to your ratings above?
COMMENT BOX

Q4. Thinking about your encumbrance approval experience, how satisfied or dissatisfied were you with the following aspects? **1-5 scale, Don't know**

- Timeliness
- Quality of feedback
- Design requirements
- Encumbrance Manager staff
- The overall encumbrance approval experience

Do you have any comments you would like to make in relation to your ratings above?
COMMENT BOX

Q5. Are there any ways in which the enquiry, purchase or approval processes could be improved?
Open ended

Q6. How likely would you be to recommend a City of Salisbury project to family and friends?
1-5 scale

Q7. Do you have any closing comments or suggestions in regards to your experience in purchasing in the development or the development in general??
Open ended

DEMOGRAPHICS

Q1. Lastly, just a few questions about you to help us analyse the results.

In which of the following age brackets do you fall?

1. 18-34
2. 35-44
3. 45-54
4. 55-64
5. 65-74
6. 75+
7. Refused

Q2. Which of the following best describes your household? **Read out 1-7**

1. Lone person household
2. Group household of adults
3. Young couple, no children
4. Older couple, no children at home
5. Couple or sole parent with mainly pre-school children
6. Couple or sole parent with mainly primary-school children
7. Couple or sole parent with mainly teenage children
8. Couple or sole parent with mainly adult children still living at home
9. Other (specify)

Q3. In which country were you born?

1. Australia
2. United Kingdom
3. Germany
4. India
5. Italy
6. Netherlands/Holland
7. New Zealand
8. Vietnam
9. Afghanistan
10. Bhutan
11. Other (specify)

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CITY OF
Salisbury

Strategic Development Projects Division

Community Survey 2017

Prepared for: Chantal Milton
Manager Strategic Development Projects
City of Salisbury
Project Number: 9015
Report Date: July 2017

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Table of Contents

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health · market · social

2

INTRODUCTION

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health - market - social

3

Background and Methodology

Background

As part of the wider City of Salisbury Program Review process the Strategic Development Projects Division (SDPD) commissioned Harrison Research to evaluate it's current level of service provision among key stakeholders. In order to quantify the key information requirements, the project consisted of three components:

1. A phone survey of 250 residents in the areas surrounding or immediately adjacent to Council's recent residential development projects to better understand, the level of community support, concerns and perceived advantages of the projects

2. An online survey of persons who have enquired or purchased within the developments to understand their motivators, drivers and experiences

3. An online internal staff survey (targeting all staff) to ascertain awareness and knowledge of the role of Strategic Developments Projects Division from within Council and to identify areas of improvement in collaborations, communications and processes.

The outcomes of this evaluation are intended to inform Council decision making on Council's approach to the model; including opportunities to improve broader community value and to improve the internal and external processes for delivering strategic development projects.

The current report delivers the outcomes of component 1 above; a phone survey of residents immediately surrounding and adjacent to Council's recent residential development projects .

Methodology

The questionnaire employed in this survey was developed by the SDPD and refined by Harrison Research (See appendix for final questionnaire). All elements of this project were carried out in compliance with ISO 20252 International Standards.

Two catchment areas were designated by the SDPD. One surrounding The Reserve, and the other encompassing the area surrounding Greentree Walk, Riverwalk and Boardwalk on Greentree collectively. The residential constituency surrounding Emerald Green was considered too small to be reliably captured in the research and was therefore excluded.

Harrison Research were supplied with a database of residents within the designated catchments and supplemented this list with another sample if the area randomly selected from a commercially available version of the electronic white pages.

All interviews were conducted between the 15th and the 18th of June 2017 by Harrison Research's experienced interviewers in accordance with the Market and Social Research Privacy Principles (M&SRPPs) and Harrison Research's ISO 20252 accredited processes. The average survey length was approximately 7.5 minutes.

A final sample size of n=250 respondents was achieved, equating to a response rate of 40%. A sample of this size offers an estimated margin of error of 6.1% to 95% confidence at the total sample level. Analysis has been undertaken to identify differences in responses between key demographic and geographic subgroups where possible.

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4

SUMMARY OF FINDINGS

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5

Summary of Findings

Awareness of Developments and City of Salisbury's Involvement

- There was a high level of awareness of the developments from residents in the surrounding area (awareness ranging from 55% to 87%, depending on the development).

- The majority of the community became aware of the development while walking or driving in the area (66%), however, 18% were made aware via communications from Council.

- Just over one third of residents were aware that City of Salisbury Council was the land developer for these projects. Depending on the goals of Council, this may need to be communicated more with residents.

Communications and Consultation

- Of the n=250 randomly surveyed residents within the catchments 39% recall receiving communications from Council in regards to the development. Only 2% recall being involved in consultation. Evaluations of communications and consultations were generally positive with the majority of residents providing 'fair' or 'good' ratings.

- Those who were dissatisfied with Councils communication largely indicated they were dissatisfied as they were given no opportunity for input or feedback.

Concerns Prior to Commencement

- The majority of residents surveyed (62%) had no concerns about the development prior to commencement.

- Of those with concerns the most common were less open space/parkland (14%), higher density in the area (9%) and stress on infrastructure (7%).

Impact on the Community

- Post-completion a total of 46% of residents surveyed indicated the development has had a positive impact on their neighbourhood (7% very positive, 39% positive). The key reasons for this position were:
  - Beautification/improvement, including; neater neighbourhood, nice houses, walking trails and good use of vacant land
  - More/different mix of people in the area, and
  - Increased value of property in the area

- Those who felt the development had a negative impact on the neighbourhood primarily raised concerns with density/overcrowding (and the subsequent impact on infrastructure and traffic), noise, and aesthetics.

- When asked what personal advantages there might be to having such a development in the area, half (50%) saw no personal advantages however, 16% stated enriched community and 14% felt that there would be an increase in house values.

The Future

- 75% of residents stated they would support council in developing housing projects such as this in the future.

- Approximately one in five residents indicated they would like more communication and consultation in this process. This finding in conjunction with the low awareness of Council's involvement and relatively low recall of communications suggests that communications strategies may need to be reviewed in future.

- Minority concerns were also raised in regards to road infrastructure and tree selection.

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PRINCIPLE FINDINGS

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7

Awareness of Developments

Residents within catchment 1 (the area surrounding Greentree Walk, Riverwalk and Boardwalk on Greentree, n=80) were informed that there are several new land developments in their area and asked which they were aware of (by name or geographic location).

Just under half of area residents surveyed were aware of all three developments (45%). The highest levels of awareness were for Greentree Walk (86%), followed by Riverwalk (79%) and then Boardwalk at Greentree (55%).
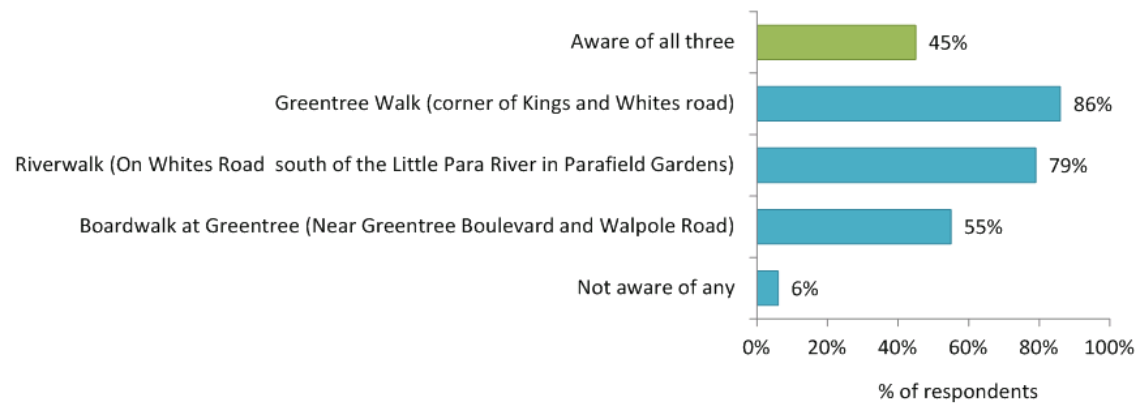
Only 6% residents surveyed from catchment 1 stated they were not aware of any of the developments.

Just under 9 in 10 residents of catchment 2 were aware of The Reserve (87%), the remainder were not (13%).

Surveys were not continued with those who were not aware of the developments.

There are several new residential and land developments in your area, which of the following are you aware of?
(Base: residents in catchment 1, n=85)

	% of respondents
Aware of all three	45%
Greentree Walk (corner of Kings and Whites road)	86%
Riverwalk (On Whites Road south of the Little Para River in Parafield Gardens)	79%
Boardwalk at Greentree (Near Greentree Boulevard and Walpole Road)	55%
Not aware of any	6%

Are you aware of The Reserve, the residential land development along Diment Road?
(Base: residents in catchment 2, n=195)

Yes 87% — No 13%

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8
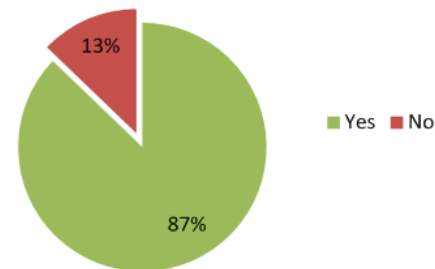
Development Discussed

To ensure respondents would not give conflicting feedback based on multiple developments they were directed to provide answers for the remainder of the survey based on the development closest to their place of residence OR the development which is most familiar to them.

Catchment 2 surrounding The Reserve was larger, therefore the majority of respondents lived closer to or were more familiar with the Reserve (68%).

Approximately 1 in 6 residents surveyed were closest to or most familiar with Greentree Walk, 1 in 10 were closest to or more familiar with Riverwalk and 6% were closest to or more familiar with Boardwalk at Greentree.

Which of the developments is closest to you, or which are you more familiar with?
(Base: total sample, n=250)

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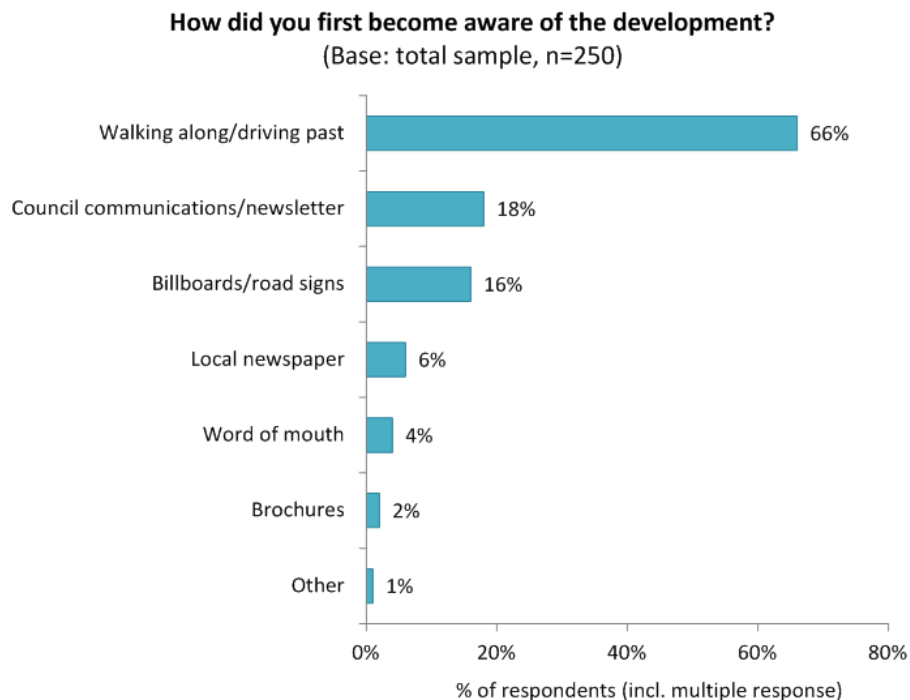health · market · social

9
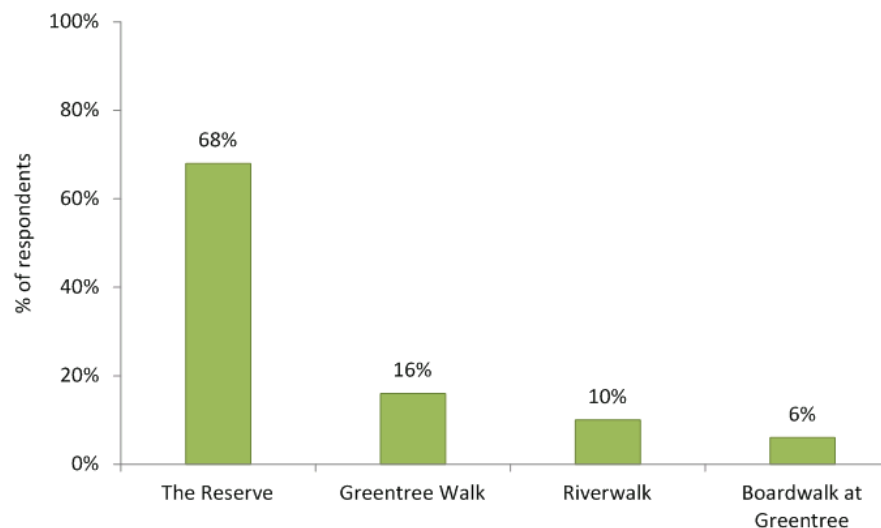
Source of Awareness

The majority of those surveyed indicated they first became aware of the development as they were walking or driving in the area (66%).

Other common sources of awareness included :
- Via communications from Council, such as a news letter (18%)
- Billboards/roadsigns (16%)

Residents who were answering this question in relation to the Reserve were marginally more likely to state they had become aware of the development via communications from Council (22%)

Respondents over the age of 65 were more likely to have become aware of the development via local newspaper (13% vs 6% of the total sample).

How did you first become aware of the development?
(Base: total sample, n=250)

Source	%
Walking along/driving past	66%
Council communications/newsletter	18%
Billboards/road signs	16%
Local newspaper	6%
Word of mouth	4%
Brochures	2%
Other	1%

% of respondents (incl. multiple response)

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10

Awareness of City of Salisbury's Involvement as the Land Developer

Over one third of residents surveyed were aware of City of Salisbury Council's involvement as the land developer (35%).

Residents who were closest to or most familiar with Greentree walk were significantly more likely to say that they were unsure (8%).

Before today, were you aware that the City of Salisbury Council is the land developer?
(Base: total sample, n=250)

- Yes
- No
- Don't know/not sure

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health - market - social   11
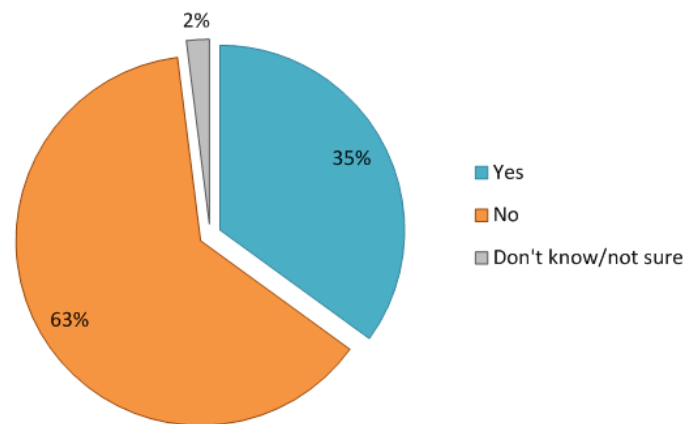
Incidence of Council Communication and Consultation

Residents were asked if they recalled receiving any communications from Council or if they were involved in any community consultation in regards to the development.

Just fewer than 4 in 10 residents recalled receiving communications from Council. Only 2% of those surveyed were involved in community consultation in regards to the development.

Do you recall receiving any communications from Council or were you involved in any community consultation in regards to the development?
(Base: total sample, n=250)

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12
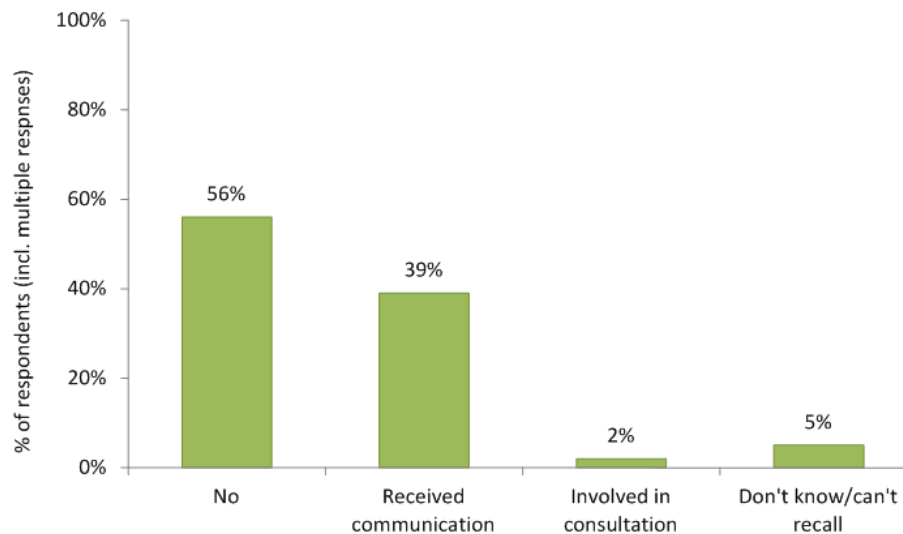
Rating of Council's Communications/Consultation

Those who had received communications from Council in regards to the development and those who were involved in community consultation were asked to rate the communication/consultation on a 1 to 5 scale where 1 was very poor and 5 was excellent.

Respondents who had received communications from Council (n=98) were generally favourable. Just over half rated the communications as good or excellent.

Of the 6 residents who were involved in Council's community consultation, two gave each a poor, fair and excellent rating.

How would you rate Council's consultation/consultation in regards to the development?
(Base: received communication/involved in consultation)

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health - market - social   13
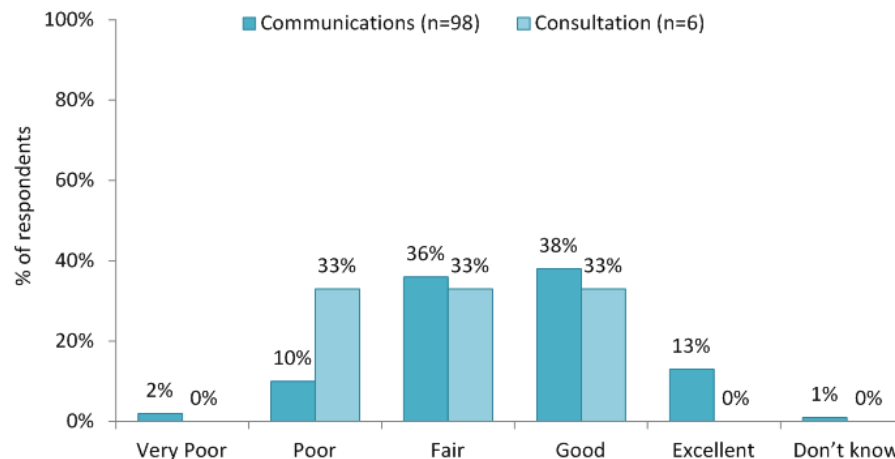
Rating of Council's Communications/Consultation

Respondents who rated the Council communication or consultation as poor or very poor were asked to explain why they gave this rating. The verbatim responses received are listed below:

Poor rating for Council's Communication

Because I really didn't hear too much about it.

Because no consultations were offered to us.

Because we only got a letter telling us it was going ahead and that was it.

I phoned them in regards to the development about road closures, so my worry was when they closed the access road there was only one way in and out if an emergency happened The council had lack of communication to me and didn't get back, and they said didn't you know they know what they are doing.

I think the idea was ridiculous it was a waste of time but we had no say it was decided already.

I wasn't impressed with the rezoning of that area.

Increase in rates.

It didn't have much information, just said that they were going to be building houses there.

Not much communication on the development.

The information came out too late.

The resident's voted against the development. However the development proceeded to go ahead.

Wasn't much information about the impact to residents.

Poor rating for Council's consultation

We put in an objection to the project and it was discussed with us we were not happy with the outcome.

The development was already decided.

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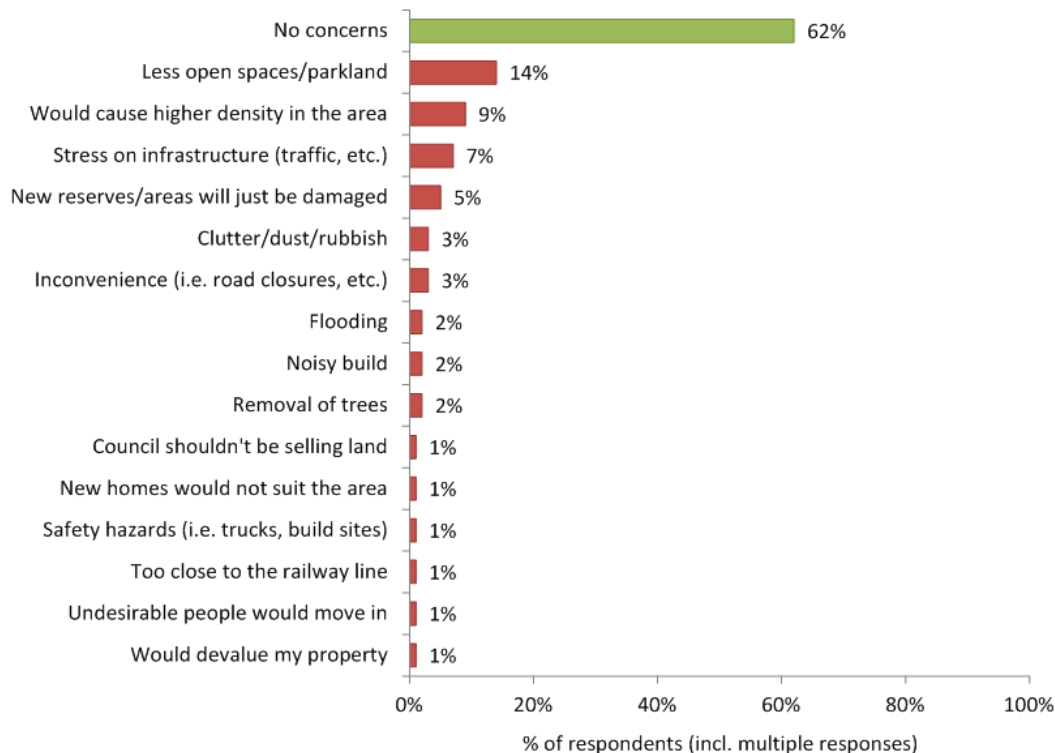health · market · social   14

Concerns Prior to Commencement

A large majority of residents reported not having any concerns about the development prior to commencement (62%).

Of the concerns that residents did have the most common were:
- Less open spaces/parkland (14%)
- Higher density in the area (9%)
- Stress on infrastructure (7%)
- New reserves/areas would just be damaged (5%)

There were no significant variations in these responses by the development respondents were answering in relation to or any other demographics collected (age, gender, length of time residing in area and country of birth)

What were your concerns prior to commencement, if any?
(Base: total sample, n=250)

Concern	%
No concerns	62%
Less open spaces/parkland	14%
Would cause higher density in the area	9%
Stress on infrastructure (traffic, etc.)	7%
New reserves/areas will just be damaged	5%
Clutter/dust/rubbish	3%
Inconvenience (i.e. road closures, etc.)	3%
Flooding	2%
Noisy build	2%
Removal of trees	2%
Council shouldn't be selling land	1%
New homes would not suit the area	1%
Safety hazards (i.e. trucks, build sites)	1%
Too close to the railway line	1%
Undesirable people would move in	1%
Would devalue my property	1%

% of respondents (incl. multiple responses)

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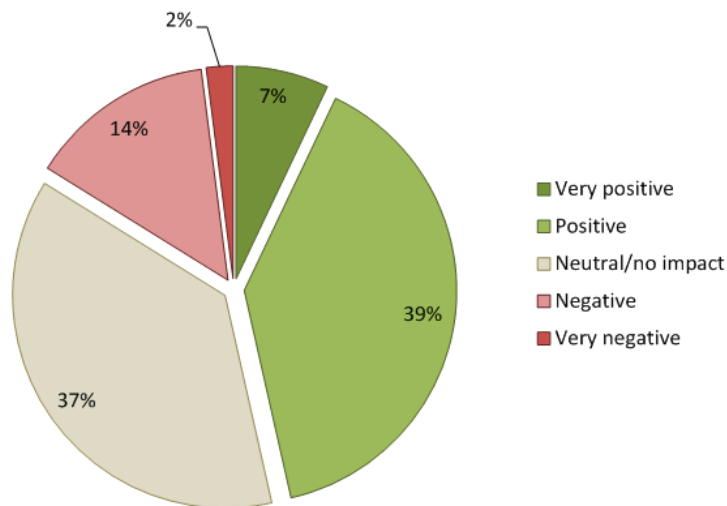health · market · social   15

Impact on Neighbourhood

When asked if they feel that the development has had a positive or negative impact on their neighbourhood (post completion), a total of 46% of residents surveyed indicated the developement has had a positive effect (7% very positive, 39% positive).

A total of 16% of residents felt that it has had a negative impact on the neighbourhood.

The remainder (37%) stated they were neutral on the subject or that they felt the development had no impact on their neighbourhood.

Now that the development is completed do you feel the development has had a positive or negative impact on your neighbourhood?

(Base: total sample, n=250)

2%

7%

14%

39%

37%

- Very positive
- Positive
- Neutral/no impact
- Negative
- Very negative

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16

Reasons for Perception of Positive Impact

The n=115 residents who indicated the development has had a positive impact on their neighborhood were asked to explain in what ways. As there was a large number of responses, and many were similar in nature, the key themes identified are provided below (ordered from most to least common theme) accompanied by example verbatim. A supplementary document to this report contains all verbatim responses to this question.

Beatification/Improvement (including; neater neighborhood, nice houses, walking trails, good use of vacant land)

At least it looks better now than just vacant land.

Because of nice houses there.

Because they are replanting trees and it does look nice.

Has made the area look more beautiful with new housing.

Has made the area more presentable.

It improves the look of the area. It was just scrub before.

It looks nice and not an empty paddock anymore.

It looks nice with the new houses.

It looks very nice. Before it was just trees and railway line so it does make the area look a lot better.

its a nice development greenery and quite good.

It's enhanced the look, generated a newer look.

just nicer to see a few things going up and changing and nice to know the council is listening to people and doing things.

Looks refreshed, cleaner and updated.

Neighbourhood looks neater.

More/different mix of people into the area (including; other cultures and younger families)

Bringing more people to the area and hopefully increasing our house values.

Bringing more people to the neighbourhood.

Building up the area. More houses. More people.

It has brought more families together.

Its brought more people in and it looks really good with the new houses. they've done a good job.

More families now, and looks nice.

More houses. Adds more population to the area.

More housing, just more places for people to live really, having more young families in the area.

More people in the area.

More younger families.

New houses. New young families are moving into the area.

The different cultures.

Well before it was just wasteland and now people are living there so there's more people in the neighbourhood.

With it being new homes its encouraged people to come in who can afford a new home so it has changed the dynamics of the area as there is a lot of housing trust in the area and people who come and go.

Younger demographic have moved into the area.

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17

Reasons for Perception of Positive Impact

Values property in the area

Any new development increases the value of other homes.

Because everything is brand new and money value brings the area up.

Because it makes the value of the area go up.

Has increased the property value of the houses around the new residential development project area.

I think it makes our houses more valuable.

Increase in house values.

It would add value to our area, now more built up so safer.

New properties help stimulate the area and help up the value of our houses.

Nice new area, prices of house and land up.

Uplifts the value, makes it look better now that some of the trees are gone that should have gone. The gum trees are so untidy.

Well it put more value on the area.

Boosts local economy

Because it has given work to people around the area. New people/young people into the older areas.

Because more people in the area it helps businesses.

Because there is more homes and helps my businesses.

Good for the shops with more people to buy things.

Local shops would benefit with more people moving into the area.

Makes it more businesses seem to pop up.

More business for the shops along Diment Road.

More people so more commerce.

More people to the area. Good for local businesses.

Safer

A growing area and not as much trouble as there use to be.

Because it makes it safer having more people in the area.

It's a lot nicer to walk along and they have put in lamps/lights.

Its got rid of a lot of the dust and I think more people in the community makes people feel safer.

Not so much ugly waste ground. Makes me feel safer.

When I go for a walk it's very early and It was scary with the open land and lots of trees but now there's houses I feel safer.

More playgrounds for Children

1. Upgraded infrastructure i.e. playgrounds. 2. Bringing more people to the area.

Better parks for children.

More playgrounds for the children.

The area looks a lot neater with playgrounds.

The new housing and having a new playground.

The new playground is good for the kids.

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Reasons for Perception of Negative Impact

The n=40 residents who indicated the development has had a negative impact on their neighborhood were asked to explain in what ways. The key themes identified in these responses are provided below accompanied by some example verbatim (ordered from most to least common theme identified). A supplementary document to this report contains all verbatim responses to this question.

Density (concerns about lack of space, overcrowding and infrastructure, focus on traffic)

Because I feel squashed in and not the openness there was before.

Because of the high traffic now one lane road.

Because the roads are too narrow now.

Because we live by the school and there are so many more people and a lot more kids going to the school. The roads around the school are having a lot more cars parked and the school carpark is so small that the teachers have to park down our road and it's just too busy.

Houses too close together and roads too narrow. Cannot turn cars around. Will affect utilities for the rest of us residents.

Increase in traffic. Pressure on current services i.e. busses and the smaller shopping centers.

Infrastructure in that area is not good enough and the parking facilities was inadequate.

it doesn't fit into what's already here. the houses are too compact where as it used to be more open. The houses are too close together.

It's just houses there now, it's lost its open space where people could easily walk around there. Before you could walk along the open area without worrying about being close to the cars but now there's only the footpath along the road next to traffic. I see it as a way of Council getting more rates by jamming more houses into a small area.

Less nature area.

More cars/too much of a bottleneck now.

More housing in the area.

There's more traffic.

Too built up.

Too full of houses.

Traffic much worse/cant get out of our drive.

We've lost the nice, open environment. There's more traffic now, it was pleasant to drive around before the development, we have to be more aware now.

Noise

We've got more rev-heads going past all night.

Too much noise coming from the developments which are businesses.

Because I get road noise now.

People in the residential development area are living next to the train tracks.

Noise from trains.

Before we were sheltered more from the noise of traffic, and now it has opened it up.

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19

Reasons for Perception of Negative Impact

Unsightly (focus on fences at The Reserve)

Better design.

I walk past there everyday and it's not really done anything for the area by taking away the open spaces we had for forty years. Some of the new residents are not maintaining their front gardens and it looks very untidy in some areas.

Its just ugly, having replaced the trees and parkland.

The fence line is very uneven and that looks very unsightly.

The fences are shocking, none of them are level, they look uneven when you drive past. The houses all look cramped in together. The roads leading out of Diment Road are now more dangerous, you have to be careful about every corner you come of with roundabouts and parks. It can interfere with your vision when driving.

The fences don't look straight, they haven't evened out the land around the fences, very uneven. It annoys me every time when I walk or drive past, everyone says it looks shocking.

The houses should have been facing Diment Road, instead of the fences.

People

Because it was a quiet area before and now worried about teenagers moving in and wrecking and more crime.

Not so good people have moved in.

There's too many people and sometimes its the wrong type of people.

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Perceived Personal Advantages

Next residents were asked to consider what personal advantages there might be of having such a development in their area.
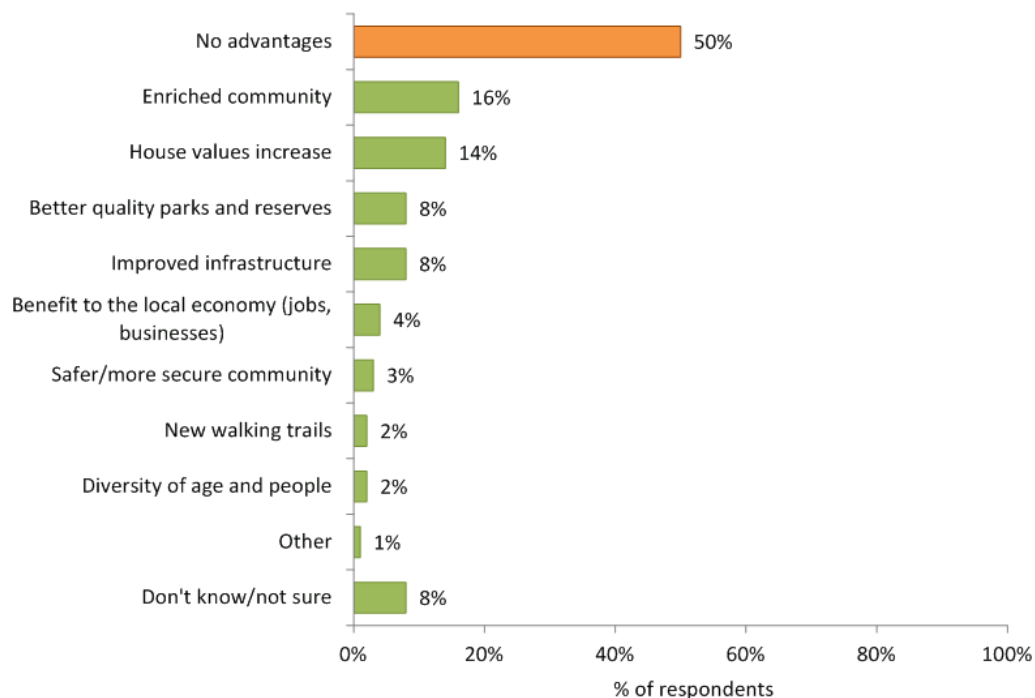
Half stated there would be no personal advantages (50%). Of the advantaged identified enriched community (16%), house values increasing (14%), better quality parks and reserves (8%) and improved infrastructure (8%) were the most common.

Residents closest to or most familiar with The Reserve were significantly more likely to consider there to be no personal advantages (55%).

Those closest to or more familiar with Greentree Walk were more than twice as likely to state that better quality parks and reserves to be a personal advantage to them (21%).

Females were more likely to indicate that a safer/more secure community was a personal benefit to them (5%).

What do you consider to be the personal advantages of such a development in your area?
(Base: total sample, n=250)

Category	%
No advantages	50%
Enriched community	16%
House values increase	14%
Better quality parks and reserves	8%
Improved infrastructure	8%
Benefit to the local economy (jobs, businesses)	4%
Safer/more secure community	3%
New walking trails	2%
Diversity of age and people	2%
Other	1%
Don't know/not sure	8%

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Agree/Disagree Statements Regarding the Development

Respondents were asked to indicate their level of agreement or disagreement with six statements regarding their experience and perception of the development and their support for Council developing such projects in the future.

As seen in the chart to the right, a total of 54% of residents surveyed agreed that they support Council in developing similar housing projects in the future, 25% disagreed to some extent (slightly higher among those those answering the survey in relation to their proximity or familiarity with The Reserve).

Notably, the vast majority (73%) of residents surveyed disagreed that the project caused them inconvenience.

When analysed by demographic subgroups:

- Residents aged over 65 were more likely to agree that the development had provided the community with better quality parks and reserves (54% agreed to some extent.
  - On the other hand, males and those between the aged of 45-64 more likely to disagree (44% and 42% total disagreement respectively).
- Those aged between 45 and 64 were also more likely to disagree that the development had introduced a better quality and mix of houses into the area (32% disagree to some extent).

To what extent do you agree or disagree that..
(Base: total sample, n=250)

Legend: ■ Strongly disagree ■ Disagree □ Neutral ■ Agree ■ Strongly agree

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I support Council in developing housing projects such as this in the future	15%	10%	21%	26%	28%
The development has introduced a better quality and mix of houses into the area	11%	12%	24%	30%	22%
The development has provided the community with better quality parks and reserves	18%	15%	21%	26%	20%
The development has increased house values in the area	18%	15%	28%	20%	14%
The development has improved safety and security in the area	23%	22%	29%	15%	7%
The project caused me inconvenience	59%	14%	12%	7%	8%

% of respondents

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Opportunities for Improvement

Residents were asked if they see any opportunities for Council to improve in relation to such projects. A large proportion of respondents were unable to provide any suggestions (40%).

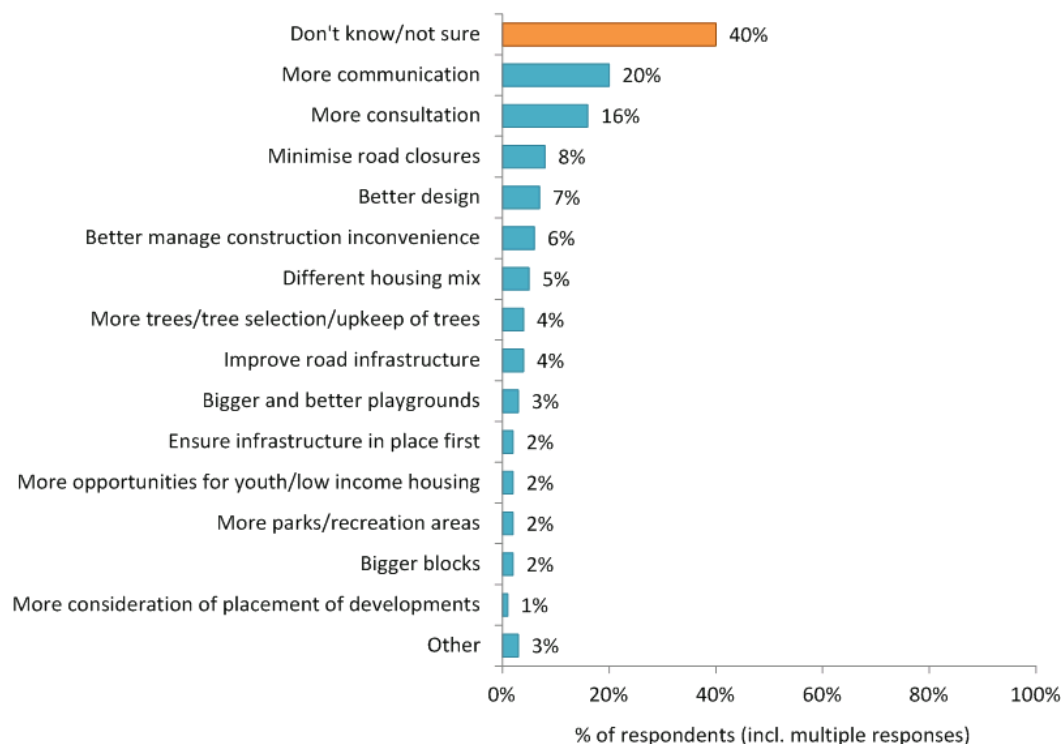The most common areas for improvement were identified as:
- More communication (20%),
- More consultation (16%),
- Minimise road closures (8%), and
- Better design (7%)

Those who were closer to or more familiar with Greentree Walk were more likely to suggest more communication (26%) and improved road infrastructure (10%).

Those in close proximity or who were more familiar with The Reserve were slightly (yet significantly) more likely to suggest better design (10% of this subgroup).

What do you see as opportunities for improvement for Council in relation to such projects?
(Base: total sample, n=250)

	%
Don't know/not sure	40%
More communication	20%
More consultation	16%
Minimise road closures	8%
Better design	7%
Better manage construction inconvenience	6%
Different housing mix	5%
More trees/tree selection/upkeep of trees	4%
Improve road infrastructure	4%
Bigger and better playgrounds	3%
Ensure infrastructure in place first	2%
More opportunities for youth/low income housing	2%
More parks/recreation areas	2%
Bigger blocks	2%
More consideration of placement of developments	1%
Other	3%

% of respondents (incl. multiple responses)

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23

Closing Comments

Lastly, respondents were invited to provide any commentary or other input that they believe was important, or would add to the discussion about City of Salisbury's residential development projects. Approximately 32% of respondents opted to do so. The open ended responses received were analysed thematically and all commentary is displayed below (ordered by most common to least common theme)

Commentary regarding road infrastructure and safety

Continue with the footpaths.

Maintenance of the footpaths in the old residential development areas.

More parking areas, wider roads as the roads are often blocked with cars.

Must not make the roads so narrow as they are now.

Need more roads/less parking on such narrow roads.

No more roundabouts please.

Parking is a huge issue, the roads are so narrow. if there's a fire or emergency the emergency services won't be able to get through.

Road worthiness and safety.

Some of the side streets could use some speed humps as we have people up and down doing burnouts.

The roads in these projects need to be much wider.

There is more traffic now and don't know if the roads are capable of it now.

They need to upgrade the existing roads around the area to keep up with the new developments so it all looks good just not one area. Waterloo corner road for example is disgusting and needs an upgrade.

Traffic road safety.

What about the cars. They are parked all on the roads and on the front yards.

With more people living here and more cars on the road, they need to look at that.

Worried about condition of roads.

Requests for more communication and consultation

Collaboration with the community.

Communicate to the people who walk along the creek trail, and advertising in the local paper, advertising in the windows in the Salisbury council chambers.

Consider the ratepayer's opinion in the consultation process. More reserves. More local community events.

I had no idea that the council was the developer. In future they should make sure all ratepayers are aware because our rates are being used in it.

let local residents know about future land sales as they might want to buy there instead of finding out when the blocks are already sold.

Make it more aware to the community, more consultation prior to development.

More consultation with people and get their views. Also bigger house blocks.

More consultation.

More information about developments before it starts with the community

More information in local newspapers and updates on traffic delays

Not enough communications/Kings road will need to be upgraded.

Receiving direct communication before it begins. I knew nothing about it.

They should just have more consultation with residents.

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Closing Comments

Concerns about infrastructure and amenities

Do a good job/maybe a bigger shopping centre near the new areas.

If they're having more people they need more police.

Impact on utilities for this area/ road congestion.

It is going to be very crowded and not enough schools, shops and facilities, and work for that area.

Keep the police station open 24 hours.

More amenities will be needed.

Need more retail outlets in the area.

Stress on the use of water and electricity.

When building these estates Council to provide enough transport.

Worried about lack of schools. Many in the area have closed.

Commentary on trees/green areas/parks

I think that young families need some green areas and places to take the kids.

Important to have land allotments to green land area.

It's a good idea putting a lot of trees and shrubs in.

Keep small reserves throughout the area.

Keep some of the parklands. Not overcrowding.

Make the verges more presentable by planting new shrubs and putting in mulching.

Making more green space, more trees and cut appropriately. Better footpaths.

More parks are needed.

More recreational space, more parks and playgrounds.

More safety for children. They should fence the playgrounds as children run on the road.

Put more playground equipment in for the younger children.

Tree planting.

Concerns about planting gum trees

Chop down trees.

Council need to consider the type of trees they put on the verges as they destroy the verges and roads.

Do not plant gum trees in residential areas.

Do not plant trees.

Don't plant too many gum trees.

Don't forget the older areas/do not put gum trees in.

Need to know if we will get lower rates. No more gumtrees.

Stop planting the horrible gum trees in.

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Closing Comments

Bigger blocks

Concentrate on plenty of parks and play areas for the kids as the blocks are so small.

Have bigger house blocks. Not too condensed.

Make the blocks bigger.

Only that is doesn't become too crowded. Too much on too little land.

Overdevelopment of houses on small blocks.

They need to look at bigger backyards for the safety of children rather than expecting them all to go to the park.

Improve existing areas

Listening and looking what is needed to improve what we already have.

How about they tidy up the other side of Diment Road where I live.

The Council appears to be spending more money on the new areas whilst neglecting the maintenance of the older Salisbury areas.

They need to upgrade the older areas around the new developments and not forget them. Spend some money there.

They should help to improve the existing older areas that are next to the new developments so that there's not such a big difference. Like the Council verges, etc.

Maintenance

General maintenance.

More street cleaners while doing the projects and after the project has finished.

Not sweeping up the grass cuttings when lawn mowing the verges.

Other

Adding an aged care residential development project.

For them to provide a space where community or cultural events could take place.

I personally think that council should not be involved in money making projects because if something happens the residents have to pay.

Look really close at immigration.

No mosques. We have enough in the Salisbury area.

Put a brick wall between us and the other residents.

Salisbury is doing a rather good job.

The council should be more flexible in what you can build.

We need more housing trust houses.

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APPENDIX A: DEMOGRAPHICS

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Demographics

Gender
(Base: total sample, n=250)

- 42% Male
- 58% Female

Age
(Base: total sample, n=250)

Age	% of respondents
18-34	4%
35-44	6%
45-54	19%
55-64	30%
65-74	29%
75+	12%

How long have you lived in Salisbury Council area?
(Base: total sample, n=250)

	% of respondents
20 years or more	82%
15 to less than 20 years	6%
10 to less than 15 years	6%
5 to less than 10 years	3%
Less than 5 years	1%

In which country were you born?
(Base: total sample, n=250)

- Australia 71%
- United Kingdom 18%
- Netherlands/Holland 3%
- Austria 1%
- Germany 1%
- Italy 1%
- New Zealand 1%
- Poland 1%
- Other 4%

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28

Item PRSC1 - Attachment 1 - Strategic Development Projects Program Review - August 2017

APPENDIX B: QUESTIONNAIRE

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29

Community Survey – CATI (n=250)

CATCHMENT 1:

1. Greentree Walk
2. Riverwalk
3. Boardwalk at Greentree

CATCHMENT 2:

1. The Reserve

Intro

Good afternoon/evening, my name is _____ from Harrison Research, calling on behalf of the City of Salisbury. We are conducting a quick 5 minute survey with residents who live near several new residential developments in the area and would appreciate your feedback. Council and the community have an opportunity to shape the way our City develops into the future and the input of our community is an important part of this process.

ALL - SCREEN A: Just to confirm are you a resident of the City of Salisbury Council area?

1. Yes CONTINUE
2. No – Thank and terminate

IF CATCHMENT 1 - SCREEN B:

There are several new residential and land developments in your area, which of the following are you aware of? **READ OUT (provide more info if required to prompt memory), multiple response**

1. Greentree Walk (corner of Kings and Whites road)
2. Riverwalk (On Whites Road just south of the Little Para River in Parafield Gardens)
3. Boardwalk at Greentree (Near Greentree Boulevard and Walpole Road)
4. Not aware of any of the above – **Thank and terminate**

IF CATCHMENT 2 - SCREEN C:

Are you aware of The Reserve, the residential and land development along Diment Road? **(provide more info if required to prompt memory)**

1. Yes
2. No – **Thank and terminate**

SCREEN D: Is anyone in this household a staff member or an elected member of Salisbury City Council? _IF YES, THANK AND TERMINATE_

_ IF NECESSARY, SAY:_ This is genuine research and I guarantee we are not trying to sell you anything. There are no right or wrong answers, it is just your opinions we are after.

The survey will take approximately 5 minutes to go through, depending on your answers.

IF THEY'RE HESITATING BECAUSE OF TIME We do need to get opinions from as wide a cross-section as possible; I could call back later if it would be more convenient. _ARRANGE CALLBACK IF REQUIRED OR CONTINUE_

IF CONCERNED ABOUT PRIVACY I assure you that any information you give will remain confidential. Any identifying information, such as this phone number, is removed before we analyse the results. No one's individual answers can be passed on to City of Salisbury or anyone else.

Before we start, I just need to let you know that this call may be monitored by my supervisor for training and coaching purposes. May we begin? Thank you.

Q1. IF CATCHMENT 1 AND AWARE OF THAN MORE THAN 1 DEV: Which of the development is closest to you, or which are you more familiar with? **(must pick one, prompt if required)**

1. Greentree Walk
2. Riverwalk
3. Boardwalk at Greentree

I would like you to provide responses based on this development only.

Q2. How did you first become aware of the development? **Unprompted, Multiple response**

1. Billboards/road signs
2. Council communications/newsletter
3. Council consultation/engagement
4. Social Media
5. Realestate.com
6. Brochures
7. Local newspaper
8. Radio
9. Word of mouth
10. Other (specify)
11. Don't know/can't recall

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Q3. Before today, were you aware that the City of Salisbury Council is the land developer?
1.   Yes
2.   No
3.   Don't know/not sure

Q4. Do you recall receiving any communications from Council or were you involved in any community consultation in regards to the development? If yes, what? **Multiple Response**
1.   Yes, communication
2.   Yes, consultation
3.   No
4.   Don't know/can't recall

Q5. **IF YES COMMUNICATION:** How would you rate Council's communications in regards to the development, please use a scale of 1-5 where 1 is Very poor and 5 is Excellent.
1-5 Scale

Q6. **If Very Poor/Poor in Q5.** Why do you say that? **Open ended**

Q7. **IF YES CONSULTATION:** How would you rate Councils consultation process in regards to the development, please use a scale of 1-5 where 1 is Very poor and 5 is Excellent.
1-5 Scale

Q8. **If Very Poor/Poor in Q7.** Why do you say that? **Open ended**

Q9. What were your concerns prior to commencement, if any? **Unprompted, multiple response**
1.   Council shouldn't be selling land
2.   Would devalue my property
3.   Would cause higher density in the area
4.   Stress on infrastructure (traffic, etc.)
5.   New reserves will just be damaged
6.   Clutter/dust/rubbish
7.   Noisy build
8.   Undesirable people would move in
9.   Safety hazards (i.e. trucks, build sites)
10. Inconvenience (i.e. road closures, etc.)
11. New homes would not suit the area
12. Less open spaces/parkland
13. Other (specify)
14. No concerns
15. Don't know/can't recall

Q10. Now that the development is completed do you feel the development has had a positive or negative impact on your neighbourhood?
**If positive:** is that a very positive impact or just positive?
**if negative:** is that a very negative impact or just negative?
1.   Very negative
2.   Negative
3.   Neutral/no impact
4.   Positive
5.   Very positive

Q11. **If 1-2 or 4-5 in Q9.** Why do you feel the development has had a [RATING] impact on your neighbourhood? **Open ended**

Q12. What do you consider to be the personal advantages of such a development in your area? **Unprompted, multiple response**
1.   House values increase
2.   New walking trails
3.   Improved infrastructure
4.   Enriched community
5.   Better quality parks and reserves
6.   Safer/more secure community
7.   New friendships
8.   Other (specify)
9.   Don't know/not sure
10. No advantages

Q13. I am going to read out some statements about the development and its impact. Using a 1 to 5 scale where 1 is strongly disagree and 5 is strongly agree, to what extent do you agree or disagree that...
1-5 scale, Don't know, random order
• The development has increased house values in the area
• The development has improved safety and security in the area
• The development has provided the community with better quality parks and reserves
• The project caused me inconvenience
• The development has introduced a better quality and mix of houses into the area
• I support Council in developing housing projects such as this in the future

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Q14. What do you see as opportunities for improvement for Council in relation to such projects?
Unprompted, multiple response
1.   More consultation
2.   More communication
3.   Bigger and better playgrounds
4.   Minimise road closures
5.   Better manage construction inconvenience
6.   Better design
7.   Different housing mix
8.   Other (specify)
9.   Don't know/not sure

Q15. Is there anything else that you believe is important that would add to the discussion on City of Salisbury's residential development projects? _OPEN-ENDED, PROBE_
1.   Yes (specify)
2.   No, nothing further
3.   Don't know/can't say

DEMOGRAPHICS

Q16. Lastly, just a few questions about you to help us analyse the results.
(RECORD GENDER - DO NOT ASK UNLESS CAN'T TELL)
1.   Male
2.   Female

Q17. In which of the following age brackets do you fall?
1.   18-34
2.   35-44
3.   45-54
4.   55-64
5.   65-74
6.   75+
7.   Refused

Q18. How long have you lived in Salisbury Council area?"
1.   Less than one year
2.   1 to less than 3 years
3.   3 to less than 5 years
4.   5 to less than 10 years
5.   10 to less than 15 years
6.   15 to less than 20 years
7.   20 years or more
8.   Don't know/Can't recall
9.   Refused

Q19. In which country were you born?
1.   Australia
2.   United Kingdom
3.   Germany
4.   India
5.   Italy
6.   Netherlands/Holland
7.   New Zealand
8.   Vietnam
9.   Afghanistan
10. Bhutan
11. Other (specify)
12. Refused

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CITY OF Salisbury

Strategic Development Projects Division

Internal Staff Survey 2017

BEST**PRACTICE**
CERTIFICATION
AMSRO
ISO 20252
MARKET, OPINION &
SOCIAL RESEARCH

Prepared for: Chantal Milton
                    Manager Strategic Development Projects
                    City of Salisbury
Project Number: 9015
Report Date: July 2017

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Table of Contents

harrison research   2

INTRODUCTION

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3

Background and Methodology

Background

As part of the wider City of Salisbury Program Review process the Strategic Development Projects Division (SDPD) commissioned Harrison Research to evaluate it's current level of service provision among key stakeholders. In order to quantify the key information requirements, the project consisted of three components:

1. A phone survey of residents immediately adjacent to Developments to better understand, the level of community support, concerns and perceived advantages of the projects

2. An online survey of persons who have enquired or purchased within the developments to understand their motivators, drivers and experiences

3. An online internal staff survey (targeting all staff) to ascertain awareness and knowledge of the role of Strategic Developments Projects Division from within Council and to identify areas of improvement in collaborations, communications and processes.

The outcomes of this evaluation are intended to inform Council decision making on Council's approach to the model; including opportunities to improve broader community value and to improve the internal and external processes for delivering strategic development projects.

The current report delivers the outcomes of component 3 above; the Internal staff survey.

Methodology

All elements of this project were carried out in compliance with ISO 20252 International Standards.

The questionnaire employed in this survey was developed by the SDPD and refined by Harrison Research (See appendix for final questionnaire).

A database of 440 City of Salisbury staff was provided by the SDPD. Staff were sent an introductory email which included an explanation of the surveys aims, a guarantee of confidentiality and a link to the survey.

The survey was accessible online between the 15th and 26th of June 2017, during which time staff received multiple reminders to participate. Technical support and advice was available to respondents if they had any questions or required any assistance during the survey period.

A final sample size of n=175 respondents was achieved, equating to a response rate of 40%. A sample of this size offers a margin of error of 5.76% to 95% confidence at the total sample level. The charts on the following page display the structure of the final sample in terms of respondents:

- Role within Council

- Department

Analysis has been undertaken to highlight significant variations in responses by department and by role where possible.

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Sample Structure

What department do you currently work in?
(Base: total sample, n=175)

- Community Development
- Business Excellence/Governance
- City Infrastructure
- City Development
- Prefer not to say
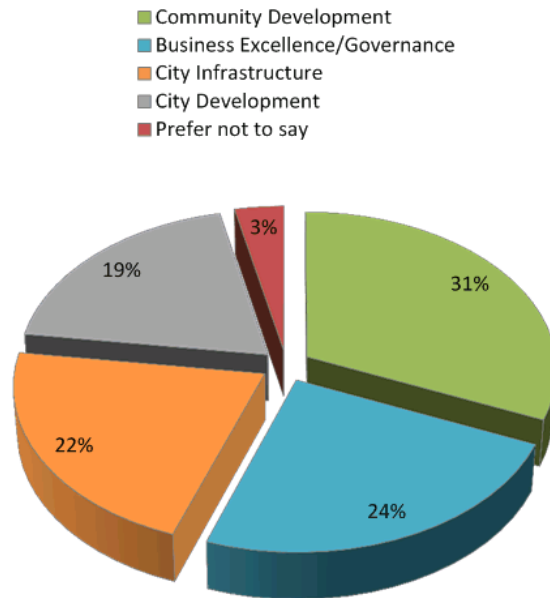
What is your role?
(Base: total sample, n=175)

SUMMARY OF FINDINGS

harrison research   6
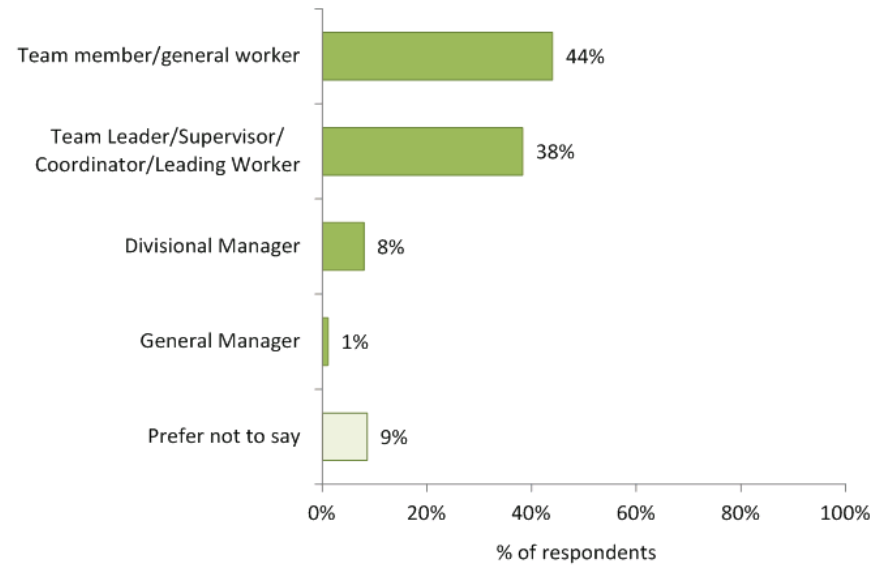
Summary of Findings

Overall there is a relatively low level of understanding across the organisation of the role played by the Strategic Development Projects Team. In total, two thirds (66%) of staff who responded to the survey stated they have very little knowledge or no knowledge of the projects delivered by the team. Only 17% felt they have a detailed or good knowledge of the Division. Some suggestions were made to rectify this knowledge and awareness gap.

The feedback received suggests that internal communication, consultation and collaboration could be improved, including increases in the quantity, quality and timeliness of these aspects. However, there was also acknowledgement that communication and collaboration is a two-way process and requires staff within other departments to actively engage with the Division to be most effective.

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PRINCIPLE FINDINGS

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Contact with Strategic Development Projects Division

Overall, 5% of staff who responded to the survey indicated they have "quite a lot" of interaction with the SDPD during the course of their role within Council. A total of 32% reported "a fair bit" or "some" interaction.

The majority of staff surveyed (63%) reported "very little" or no interaction with the division.

The rate of in depth interaction was higher among staff from within the City Development section of Council and lowest among staff working in Community Development.

How much interaction would you say you have had with the Strategic Development Projects Division during the course of your role within Council?

Legend: ■ Quite a lot ■ A fair bit ■ Some ▢ Very little ⸬ None

	Quite a lot	A fair bit	Some	Very little	None
All Respondents (n=175)	5%	7%	25%	33%	30%
City Development (n=33)	9%	12%	15%	36%	27%
City Infrastructure (n=37)	5%	11%	19%	46%	19%
Business Excellence/Governance (n=42)	7%	7%	38%	38%	10%
Community Development (n=52)	2%		25%	19%	54%

% of respondents

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9
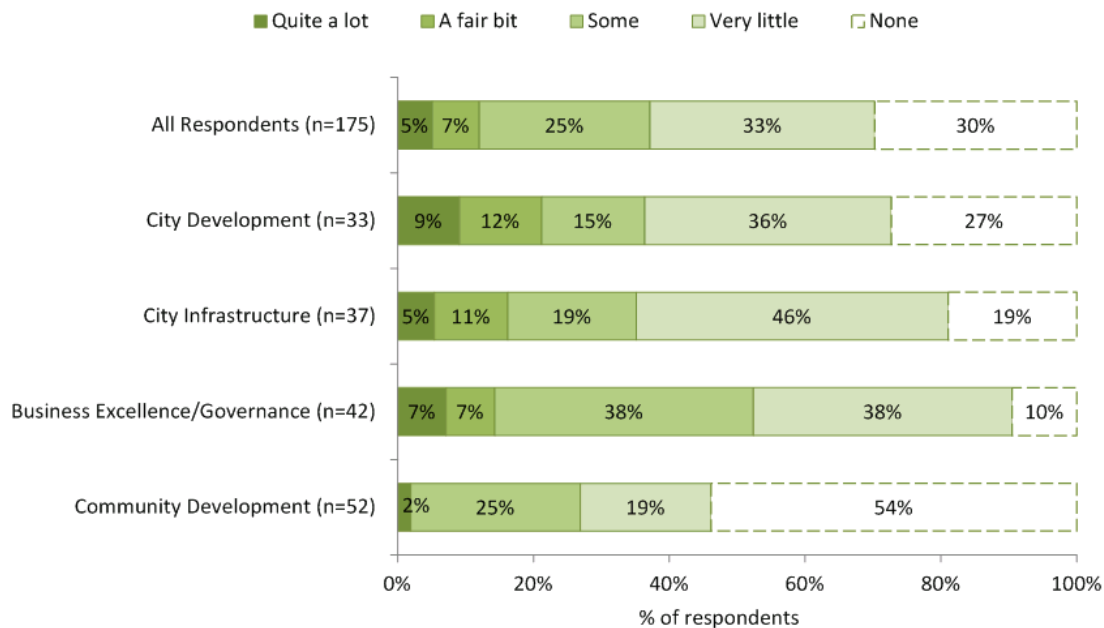
Types of Interactions

Staff who indicated they have interacted with the division in some way were asked in which ways they had interacted.

The most common type of interaction was a general interaction (50%), followed by the provision of information to the Division upon request (49%) and general advice (41%).

In what ways have you interacted with the Strategic Development Projects Division?
(Base: interacted with division, n=125)

Interaction type	%
General interaction	50%
Provided information upon request	49%
General advice	41%
Provided internal services to the division	34%
Requested information from the team for my own projects/programs	30%
Planning and development	17%
Site inspections/handover	10%
Other	7%

% of staff (incl. multiple responses)

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health - market - social   10
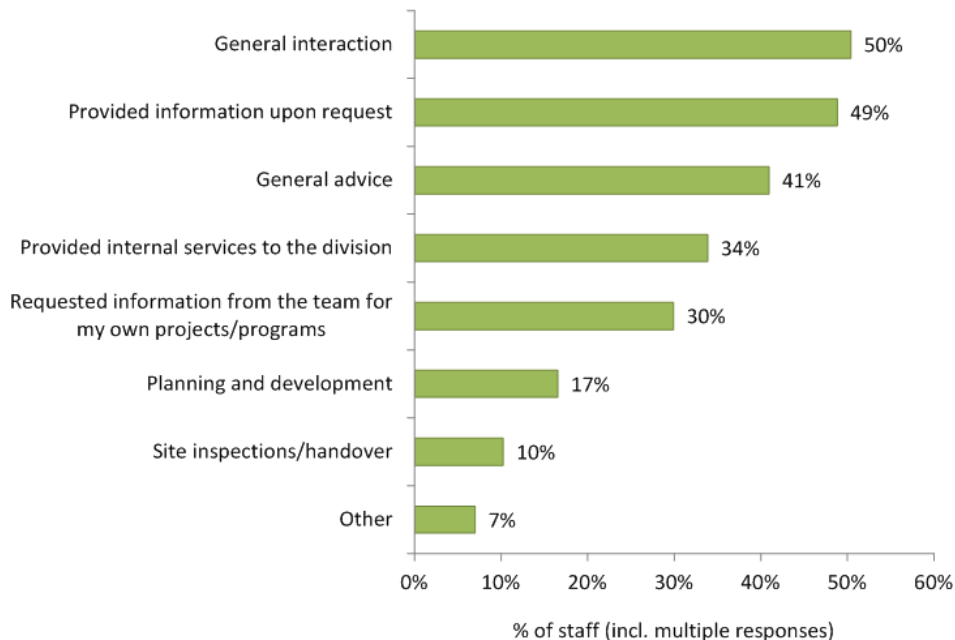
Knowledge of SDPD Projects

All staff (regardless if they have had interactions with the division or not) were asked to indicate how much they know about the residential projects delivered by the SDPD.

At the total sample level 17% of respondents reported having a detailed knowledge or a good knowledge. On the other hand, two thirds of the staff surveyed reported having very little knowledge (35%) or no knowledge (31%) of the projects.

Knowledge of the projects was highest among City Development staff and lowest among Community Development staff.

How much do you know about the residential projects delivered by the Strategic Development Projects Division?

Legend: ■ Detailed knowledge ■ Good knowledge ■ Some knowledge □ Very little knowledge ⌐ No knowledge

Group	Detailed knowledge	Good knowledge	Some knowledge	Very little knowledge	No knowledge
All Respondents (n=175)	5%	12%	17%	35%	31%
City Development (n=33)	12%	21%	21%	21%	24%
Business Excellence/Governance (n=42)	2%	24%	26%	29%	19%
City Infrastructure (n=37)	8%	3%	14%	51%	24%
Community Development (n=52)	4%	10%	35%		52%

% of respondents

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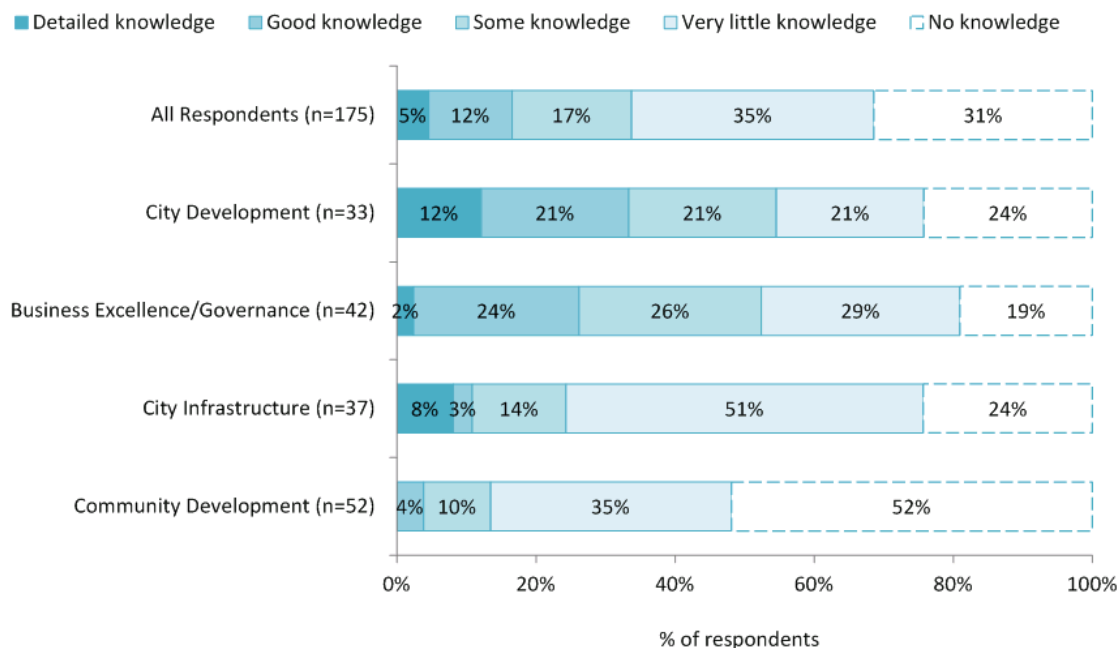
Integration and Collaboration Across Council

Next, staff who had interacted with the division during their role in Council (including those who stated they had "very little" interaction with the division) were asked to rate the SDPD team on their level of integration and collaboration.

Across all staff surveyed 34% rated the division as good or excellent. A further 27% rated the division as "fair". A total of 14% considered the division to perform poorly or very poorly in this regard.

Staff within Excellence/Governance were more likely to rate the division higher while staff within City Infrastructure were more likely to rate the division lower on their level of integration and collaboration.

It should be noted that a number of staff felt they were not knowledgeable enough about the division, had not had enough interactions or were not in a role which warranted such involvement.

How would you rate the Strategic Development Projects team in terms of their level of integration and collaboration across the organisation?
(Base: interacted with division)

Legend: ■ Excellent ■ Good □ Fair ■ Poor ■ Very poor □ Don't know

Division	Excellent	Good	Fair	Poor	Very poor	Don't know
All Respondents (n=125)	8%	26%	27%	9%	5%	25%
Business Excellence/Governance (n=38)	13%	32%	18%	5%	3%	29%
City Development (n=25)	8%	32%	32%	8%	4%	16%
Community Development (n=25)	8%	24%	32%		4%	32%
City Infrastructure (n=30)	3%	20%	30%	17%	10%	20%

% of respondents

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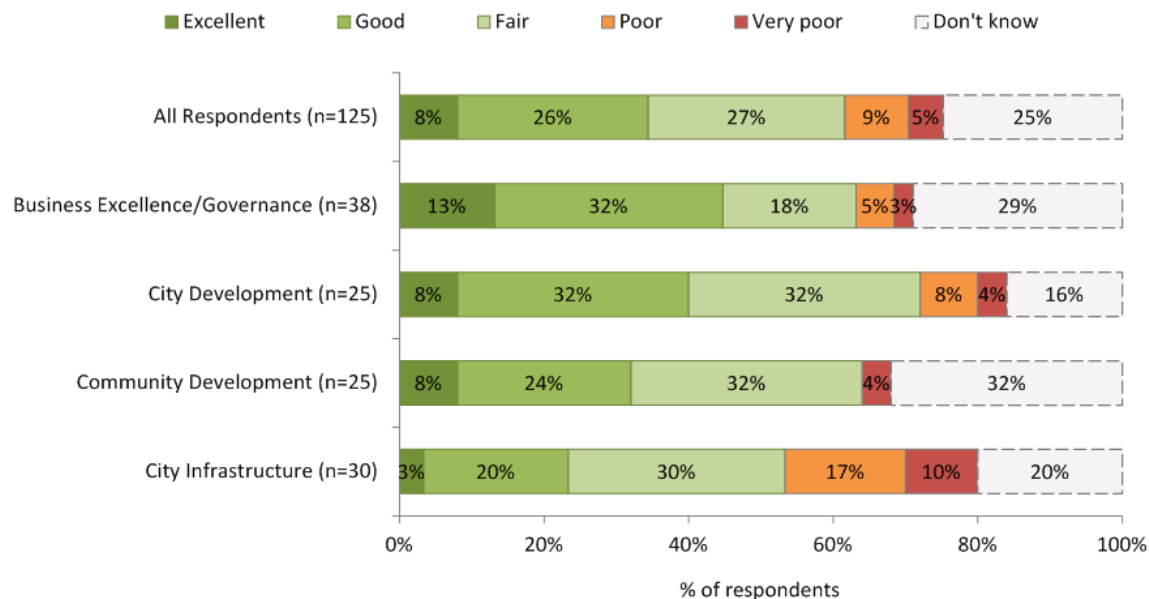
Comments on Integration and Collaboration Across Council

After providing their ratings in the previous question all staff who had interacted with the SDPD were invited to leave any comments they had in respect to the Divisions integration and collaboration. Approximately 16% of staff left a comment. The key themes identified within these comments themes are displayed in the table below along with exemplary verbatim.

Please note A full list of all verbatim responses received is provided in a document supplementary to this report

More communication/consultation

Not enough consultation before making a decision. Some time the team ignore important engineering advices

Internal asset owner and other infrastructure focused staff report deficiencies in relation to residential developments in consultation and compliance.

Too much adherence to hierarchy has meant that little information filters down or up from staff.

Sometimes there could be better communication particularly when new developments are occurring so that we know when infrastructure is being put in. FRET gets many requests about lack of footpaths in new developments. Not sure if they discuss the impact of a new development with existing infrastructure - e.g.: drainage issues/traffic issues. I could be wrong as I said I don't really deal with this department.

Earlier and improved opportunities for participation/collaboration

Would like early participation in projects to ensure universal design and effective community engagement with citizens with disability.

There is tremendous opportunity for smart and sustainable cities to be created through the projects already being undertaken by council, or by those that council can influence. To date there has not been enough engagement towards developing the aspirations, the narrative, the digital communications strategies to explain and promote the council's journey for sustainable communities and supporting a low carbon economy.

Reciprocal collaboration

Integration and collaboration is a two-way agenda and relies upon reciprocal collaboration from other parts of the organisation with SDP. This can be patchy at times, notwithstanding efforts of SDP to collaborate, and can lead to SDP 'working around' the situation.

The division is not a service division providing services to other parts of the organisation; it is almost entirely a profit centre, so the onus should be on other parts of the organisation to integrate with it. Very few parts of the City of Salisbury are well integrated; most divisions continue to operate in silos with little or no collaboration.

Positive feedback (perform well, inclusive)

I think the team work's well at communicating their needs and working with others, we have seen a increase in working together over the past couple of years, and seek advice when needed.

The division acknowledge the relationships/different responsibilities across Council and communicate with those areas /include in relevant activities very well.

I think when the team was first established the level of integration was poor including collaboration but I feel it has improved as they have a better understanding on what they need to deliver and what other parts of the org need from them to help us meet our own needs and goals which feed from the work they do.

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Seeking Input

When staff who had interacted with the Division were asked to rate the SDPD in terms of seeking others input into the projects the ratings were relatively evenly stratified.

A total of 29% of respondents rated the Division as excellent or good, 24% rated the division as poor or very poor.

Staff within City Infrastructure were significantly more likely to provide a negative rating.

How would you rate the Strategic Development Projects Division in terms of seeking your input into the projects?
(Base: interacted with division)

■ Excellent ■ Good ■ Fair ■ Poor ■ Very poor ⬜ Don't know

	Excellent	Good	Fair	Poor	Very poor	Don't know
All Respondents (n=125)	7%	22%	22%	13%	11%	26%
City Development (n=25)	16%	28%	28%	12%	8%	8%
Community Development (n=25)	4%	36%	12%	4%	16%	28%
Business Excellence/Governance (n=38)	8%	21%	24%	5%	3%	39%
City Infrastructure (n=30)	3%	10%	23%	20%	23%	20%

% of respondents

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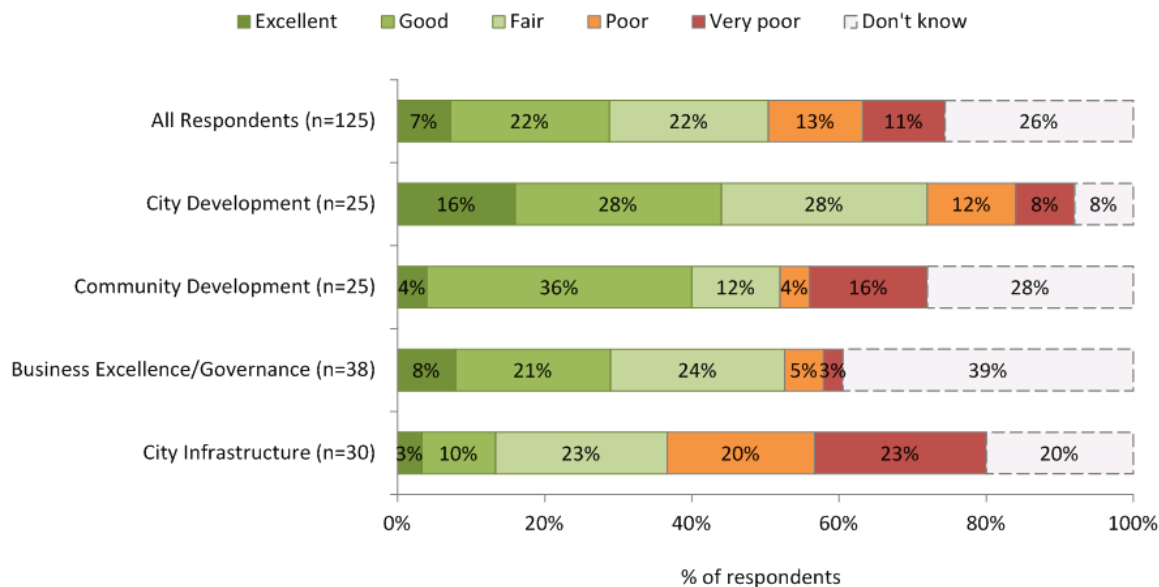
Comments on Seeking Input

After providing their ratings in the previous question all staff who had interacted with the SDPD were invited to leave any comments they had in respect to the Division seeking others input into the projects. Approximately 20% of respondents opted to do so. The open ended responses received were analysed thematically and similar themes to the question on integration and collaboration were identified.

Consistent opportunities for input

Feedback has been sought by the division on the last development but I have no knowledge of feedback been sought before this. Also, a number of items sought to be addressed we deflected to other areas and programs.

I appreciate the opportunity to provide input on some projects, but on others such as the oval precinct development there has been nil opportunity.

More consultation/communication

I believe I should have been consulted more at my level given my experience and knowledge of Salisbury.

I think this could be done better. My team seems to be a last thought on how we could help, provide assistance or generally have alternative ideas and also what impact the work they do impacts on us

The team decides and then consults (believing that other internal stakeholders inputs would be irrelevant)

Very rarely hear from them until things are complete. Will work in the same area as one of our projects and have no idea until it is being constructed.

Positive feedback (seek input in timely manner, good opportunities for input, good management)

I have no direct input into the project but when they need advice or services they have sought input in a timely manner

I think the division seek advice when needed, and generally do so in a timely way.

Opportunity for input to the projects has been given at numerous stages and the input has been taken into account for new projects.

Strategic Procurement and the Strategic Development Projects Division work well together, including identifying opportunities for improvement and early involvement for specific projects.

The manager of Strategic Development Projects is particularly good at managing multiple stakeholders and seeking input from a wide variety of sources when necessary.

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Areas for Service Improvement

Next, all staff who had interacted with the SDPD were invited to identify the areas where they feel the Division could improve, and further, via what means this improvement may occur. Approximately 32% of staff provided feedback in this area. The remainder indicated they did not have any specific feedback or did not have enough knowledge or contact with the Division to be able to comment (of note a number indicated they would like to know more about the Division and its projects).

The key themes in the feedback received are displayed below along with illustrative verbatim responses.

Communication/collaboration

▪ Earlier engagement

Earlier and broader communication. Possibly a Project Issue notification e.g. City Infrastructure - Property and Projects divisions both have formal notification processes via Dataworks, that could be adopted/adapted to communicate and pickup on issues at an earlier stage.

Communication to internal business areas within Cos. Start the discussions early on with internal customers and that way the best outcome can be achieved for both internal and external customers

▪ Improved handover (process and communication)

Knowledge of Hand over needs to happen a little earlier. Maybe the project plan dates could be more available to the wider key Council staff

Communication on projects, especially in the case where Council will be handed over a site for maintenance purposes.

No formal hand over of Assets to the Asset Manager.

Need to develop a pre handover check list

▪ General communication/Feedback/Follow-up

Communication with fellow teams. If they would like others to do work for them, which they request then they should be more open and upfront about their requirements, providing briefs for projects.

When I'm following up information on assets installed as part of projects I never know who to contact and struggle to get the information I require

Feedback from maintenance on how serviceable infrastructure will be within new developments

Engagement with other areas of council involved or affected by new Residential Developments could be improved.

Better internal promotion of projects within the organisation. Links to property development websites from Councils website, promotion via Cosi, all staff email updates.

Universal design considerations from early concept development to detailed design need to be monitored and communicated at least with the Inclusion Project Officer through the course of the project and where necessary accredited access consultants engaged to provide detailed advice/assessment of design.

Improved consultation/inclusion in decision making process

Encumbrance assessment and administration and linkages/coordination with the planning team.

Interaction with the in-house design team

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16

Areas for Service Improvement

Preliminary consultation in regard to the stormwater management for any development is important. The Council existing drainage system is under standard and the impact of any development (residential/commercial/industrial) should be carefully considered. The Stormwater team should be invited to strategic development meetings in order to provide drainage information and condition.

Communication about what they are planning to build/construct would be good as sometimes construction occurs and there are consequences to not discussing things with other areas.

Administrative/reporting concerns

- Reporting/Confidentiality

Some Council Reports have been confidential; sometimes I feel some reports could be restructured to isolate just the confidential bits.

Incorporation of reporting with organisational reporting. Projects are reported via their sub committee however status of projects for organisational perspective is difficult then to see. Sub committee requirements are different from other sections of the organisation. This is challenging for all.

Communication/sharing of information, everything seems to be confidential.

- Consistency

There needs to be consistency with requirements imposed on other internal project delivery areas and external developers. The projects need to be an example of what we require from others. Pushing boundaries to be 'innovative' when our current requirements for other projects are not as flexible does not paint Council in a good light to others.

Administratively - in terms of meeting support and document storage rather than relying on other areas

Design

It is reported enhanced tender assessment would be appropriate. Compliance with the City's standard civil design details in relation to footpath crossfalls if not also other details. Improved scrutiny of work carried out. Value of consultant oversight of contractors.

Assets constructed are not consistent with external developers for example external developers construct paved footpaths, Council constructs paved footpaths, maintenance repairs concreted footpaths with pavers but strategic developments use concrete footpaths.

Future planning/SDPD overall approach

Capacity to progress project feasibilities and business cases more quickly and keep Exec Group informed of status.

There needs to be consistency with requirements imposed on other internal project delivery areas and external developers. The projects need to be an example of what we require from others. Pushing boundaries to be 'innovative' when our current requirements for other projects are not as flexible does not paint Council in a good light to others.

My only concern is that there is a danger that the City of Salisbury takes an approach with Strategic Development Projects division that is too short term, i.e. on a project by project basis. There needs to be much more longer term planning for the division and this needs to be led by Council or the Exec. The list of potential sites is a good start, but I get the impression that the roles in the team are temporary in their nature, which will inevitably lead to short term thinking and a higher turnover of staff than would otherwise be the case. A high staff turnover could impact on the division being able to deliver their projects on time and on budget.

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Opportunities for the Demonstration of Initiatives

Next, all those who had interacted with the Division were asked "Do you think the Strategic Development Projects provide an opportunity for demonstration of initiatives that you manage or have managed within Council? If so, how?" The key themes in the open ended responses are displayed below along with illustrative verbatim responses.

Yes, opportunities supplied

(special mention: positive feedback on Community Hub consultation)

Yes, the division provides a good example of effectively using processes and procedures that I have developed.

Yes, I have been consulted on numerous subjects in the short time that I have been here.

Yes – on alternative forms of urban development that may not be widely available in the region.

Yes - arrange site tours from time to time to see the progress of projects and innovative designs and trends being considered.

Yes, I have raised an issue regarding the structural integrity of the Little Para River levee banks,

Their approach to the delivery of major projects is something that we can learn from. They are very good at managing the 'message' particularly with the Community Hub and also how they have engaged with the organisation. I can use this approach to engagement in my role

Through the approach taken with the budget with the Community Hub project, there is opportunity to consider this application to other strategic projects.

Yes - Community Hub Consultation - giving young people the opinion to share their ideas

Yes - A clear Salisbury City Centre market-ready pitch to attract new development/redevelopment of the centre. This would be ideal when it becomes know what sites are available for development/redevelopment once it know what site has been selected from the Community Hub.

Yes - work of the Division is central to the affordable housing agenda, financial sustainability of Council through project revenue, demonstration and market testing of alternative housing types, and jobs generation through construction activity and new household formation

Yes, with suggestion for improvement

Yes. I provided technical and strategic advice on the Salisbury Living web presence. The opportunity only came about because I was passing by and dropped in to say hi. This type of advice or support may be provided into future projects and might be facilitated by applying a more strategic approach to the way the sections interact. I.E. regular scheduled catchups, once a month or every two months or something....

Yes, limited interactions, it would be ideal if we understood what services they require and services that we can support the section.

There has been some opportunity to inspect previous developments, including a tour of the regions in Adelaide Metropolitan area (north, south, east and west). It would be good to have opportunity to tour some of the recent developments and to further understand improvements, lessons learnt, opportunities etc.

Yes, preliminary discussions on projects and post project reviews. We should also explore producing brochures that promote initiatives / benefits to wider community / other developers. e.g. Jewel Living at Boardwalk.

Yes, limited interactions, it would be ideal if we understood what services they require and services that we can support the section.

We should also explore producing brochures that promote initiatives / benefits to wider community / other developers

18

Opportunities for the Demonstration of Initiatives

More opportunities required (continued)

If something 'innovative' is being trialed, it needs to be referred to other departments for consideration of long term impacts if implemented by others in the future. It also needs to be defined as a trial and if deemed successful, policies need to be developed or amended to ensure that the option is available to others, and if not successful, reasoning as to why not available to others.

Early engagement with procurement, procurement strategies to maximise commercial benefits for Council, streamlining and improving procurement and contract management processes.

No integration of sustainable development principles.

The strategic development projects can highlight the drainage issues the Council is subjected to. A detailed and comprehensive stormwater management plan should prepared this division in its decision making about development. A stormwater team must be established to work closely with the strategic division team.

Give an overview at next Op Centre BBQ and let us all know what they do etc..

I would like to know more about every department and their interactions with Council and community business.

Multiple departments have been involved which has limited my ability for innovation.

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Suggestions for Improving Collaboration, Communication and General Interactions

Lastly, all staff who had interacted with the Division were asked "How may Strategic Development Projects further improve collaboration, communication or general interactions with you and/or your team?" The key themes in the open ended responses are displayed below along with illustrative verbatim responses.

Be actively inclusive and open to collaboration/feedback

Be open to two way discussion.

Openness for staff to contribute or be involved - to grow or share their own skillset in a meaningful way.

Continued commitment to positive development outcomes, inclusive project design and planning.

Include us in the process.

Invite staff in to provide information on other council activities that may support the work that they perform.

Involving our team in decision making or gaining information about what our team know.

We work with businesses, we could connect SDP with local businesses. We know about digital trends (including marketing and technical) and can provide a business lens over the any projects or opportunities (think smart cities, think marketing and sales).

Ability to comment on disability access and planning would support my team.

By seeking strategic professional advice through internal consultation and workshops.

Opportunity at project planning and or delivery to consider and factor in any environmental pollution and or public health and safety initiatives.

Broadening the involvement of all Planning Team staff in Encumbrance management.

An agreement about notification of new projects and about appropriate timing and content of feedback into these by the Inclusion Project Officer. More broadly engagement with the Community Health and Wellbeing Division's Health and Inclusion team to promote 'Healthy Spaces and Places" principles, age friendly environments as well as universal design and access in all developments, through an agreement about how the divisions will work together.

Weekly meeting and more consultation before taking final decision. For any proposed development, the stormwater team should be given time to analyse the drainage system before attending the meeting.

Earlier communication/collaboration

Definitely seeing the project plan from the beginning.

Earlier involvement with key internal stakeholders to ensure that work is beneficial to all parties and does not create issues or the requirement for rework

Keep Strategic Procurement involved early on and attending the quarterly project progress meetings.

Not leave requests for assistance until the last minute. Information has been provided/requested with then minimal time to process and/or assist.

Seeking earlier input from maintenance area.

Ensure regular business partner meetings occur and the latest information/priorities are communicated to assist with meeting deadlines.

Involve key stakeholders in decision making during the project establishment phase.

Provide information in a more timely manner and provide concept information earlier to allow feedback

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Suggestions for Improving Collaboration, Communication and General Interactions

Updates/opportunities for involvement via intranet/email

A collaborative link on the internal website (applies to my division also).

brief email in regards to upcoming projects

information emails attendance at CI Field Services management meeting

Intranet portal show casing completed, in-progress and future proposed projects.

Maybe more emails on new projects

Regular email updates on what is currently worked on and planned for the future.

Recognition that there are a lot of staff working off-site that have little or no communication and therefore input into any projects. And some of them may actually have great ideas that would be of benefit to hear, let alone implement.

Through intranet/regular emails/CosMosis updates highlighting the projects they have undertaken/completed, so there will be more awareness around the council.

Unsure - periodic all staff email briefing in dot point form?

Up-to-date information placed on the Intranet for all staff to read, not just the launch of the project.

No suggestion – positive feedback

Current interaction works well.

I am happy with the current level of communication and general interaction.

I think it's ok on an as needed bases.

I think they are providing the right amount of information on the Community Hub.

Just as they seem to be doing. Consult with the relevant stakeholders prior to making decisions. Look at past performance of items procured. Consider all options.

No comment. We are appropriately consulted and follow up on our general advice seems appreciated.

No improvement necessary.

Nope. Happy with the current level of collaboration, communication and interaction

Strategic Development Projects has a close working relationship with procurement and as such constantly improves and develops with the team.

the majority of our interactions support better outcomes.

The team currently provides the necessary level of information and interaction with my team.

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Attachment 2

PROGRAM REVIEW

STRATEGIC DEVELOPMENT PROJECTS

BACKGROUND PAPER

JANUARY 2017

1

Attachment 2

Corporate Context

The Strategic Development Projects Division (SDP) of the City of Salisbury sits within the City Development Department and consists of a business unit responsible for overseeing Council's strategic development project agenda from inception and feasibility through to completion and handover including;

- Development of surplus Council land for residential housing
- Investigating opportunities for Council land holdings to contribute towards the renewal agenda for the Salisbury City Centre.
- Identification of future development opportunities, project timing and business cases to inform Council's Long Term Financial Plan.

Council's strategic development projects, while delivering commercial outcomes and financial return are also required to deliver broader community objectives and best practice urban developments through alignment to the following principles;

- Realise development profit returning a commercial outcome to Council to reduce debt and free up capacity to fund strategic projects.
- Inclusion of a range of living options, including affordable housing that provides housing choice for the Salisbury community of all ages, backgrounds and budgets.
- Deliver best practice design with a high attention to detail setting an improved standard for residential development, including medium density and infill land development in Salisbury and contribute towards Council's Strategic agenda set out in the City Plan 2030.
- Integration of the projects with the existing community through provision of improved connection and open space area upgrades that benefit both the new and existing community equally.
- Use of Council surplus landholdings to build a pipeline of development projects that support the local construction industry, creating local jobs for local people.

City Plan 2030

The Strategic Development Projects Division is a lead Division for the following key actions in Council's City Plan 2030:

- Deliver a new community hub in the Salisbury City Centre, incorporating library, civic facilities, offices and commercial spaces to stimulate investment opportunities.
- Progress the revitalisation of the Salisbury City Centre
- Develop Salisbury Oval to include an integrated recreation and residential project

2

Attachment 2

The Division also plays a strong supporting role in demonstrating project outcomes that support Council's delivery of the following objectives:

<u>The Prosperous City</u>
Objective 4: Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice

<u>The Sustainable City</u>
Objective 1: Capture economic opportunities arising from sustainable management of natural environmental resources, changing climate, emerging policy direction and consumer demands
Objective 3: Have natural resources and landscapes that support biodiversity and community wellbeing
Objective 4: Have urban and natural spaces that are adaptive to future changes in climate

<u>The Liveable City</u>
Objective 2: Have interesting places where people want to be
Objective 3: Be a connected city where all people have opportunities to participate
Objective 4: Be a proud, accessible and welcoming community

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

2016–17 Annual Business Plan

Council has funded the following projects to be delivered by the Division and resolved the following projects for feasibility investigations.

Strategic Development Projects	
Project /Program Name	**Project Details**
Development of surplus Council land holdings for residential development.	Complete delivery and project close out of the Tranche 1 projects • Greentree Walk – Walpole Road Stage 1 • Riverwalk – Whites Road Stage 2 • Emerald Green – Ryans Road • The Reserve – Diment Road

3

Attachment 2

	Commence delivery of the Tranche 2 projects and completion of all Business Cases. • Boardwalk at Greentree – Walpole 3 • Hoyle Green • Shoalhaven (existing zoned section) • Lake Windemere
Complete a Strategic Land Review to identify a future pipeline of projects and work program for delivery	Secure endorsement of Strategic Land Review delivered through a methodology to identify surplus Council land holdings that can deliver future projects and inform Council decision making and LTFP in respect to revenue opportunities from the SDP Agenda
Complete project feasibilities and commence community revocation for identified Tranche 3 projects	• Salisbury Oval Residential including St Jays • Fairbanks Reserve
Salisbury City Centre Renewal Agenda and facilitating the scoping and design of the Salisbury Community Hub.	Provide internal project management services to support the external project manager delivery of the Salisbury Community Hub. Undertake development feasibility and concept design for Council owned land parcels within the Salisbury City Centre, freed up as a result of the Salisbury Community Hub project.
Develop a Salisbury Living umbrella brand and marketing strategy and project website to build a project portfolio and support future project delivery.	

External Funding

Five existing projects within Tranche 1 and 2 secured Federal Funding in the form of two Housing Affordability Fund Grants with a value of $3.02 million. The grant funding returns grants to purchasers at settlement to support housing affordability and the grant requires half yearly project update reports and supporting information be submitted to the Australian Government Department for Social Services to meet the terms of the grant. The external funding has assisted in project cash flow in addition to providing affordability benefits to purchaser, but with a net zero effect on project costs and returns given the grants are a 'pass through' to the purchaser.

4

Attachment 2

Structure & Resourcing

The Division consists of five staff and is part of the City Development Department.   One role has negotiated part time working arrangements which results in the Division having staffing equivalent to 4.6 FTE.

Two positions are fully capitalised as a cost as part of the delivery of the residential projects with all other staff part funded between a mix of capitalised and operating costs. Three staff within the Division are on three year contract arrangements and the remaining two staff are on secondment arrangements from existing operating roles within Council. The contract arrangements for the Division reflect the Division's role and are linked to Council's strategic agenda, and reflecting the ability of Council to revisit the decision to operate within the development project sector at any time, or to change the delivery model.

The Division also is responsible for reporting and support of the Salisbury Community Hub project including support of the externally engaged project manager.

The structure of the Division provides for all staff to report through the Manager Strategic Development Projects.

Chantal Milton Manager Strategic Development Projects

| Strategic Development & Design Coodinator | Project Manager | Strategic Development Project Planner | Project Administrator |

| Clint Watchman Full Time | Peter Wellington Full Time | Hiroe Terao 0.6 (Substantive Full Time) | Dawn Colbeck Full Time |

5

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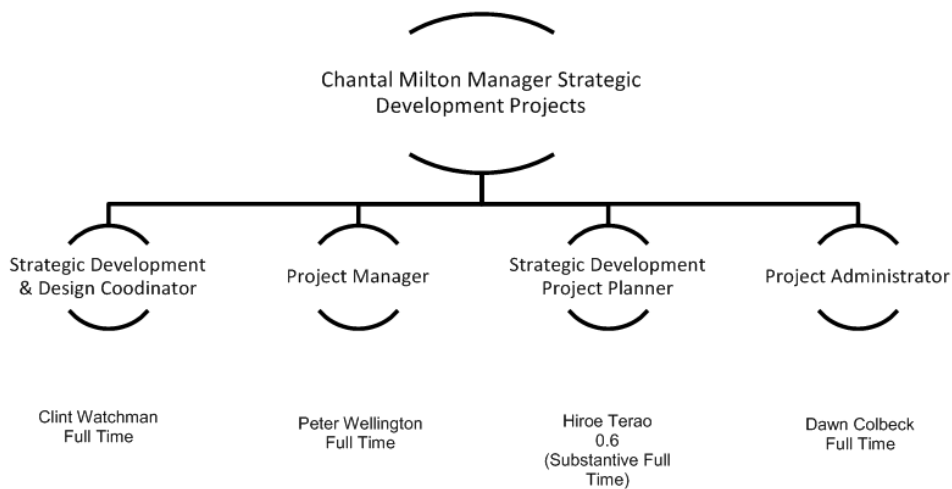
Budget Summary

The following table, outlines the Operating Budget for the Strategic Development Projects Division:.

Strategic Development Projects Operating Budget	2016/17 Annual Plan Budget
Wages & Salaries	$498,700
Wages and Salaries (capitalised to projects)	($334,180)
Contractual Services	$6,000
Materials	$3,350
Other Expenses	$1,100
Internal Expenses	$4,500
Strategic Land Review Feasibilities	$150,000
Total - Operating Expenditure	**$329,470**

Table 1 – The capitalised wages and salaries component represents approximately 67% of the total cost of the 4.6 FTE's budgeted in the area. This is subject to review and may be adjusted dependent on project delivery

Note that the Strategic Land Review Feasibilities is an annual $150,000 allowance for ongoing residential feasibilities and completion and regular update of the Strategic Land Review. This figure is provided on an annual basis and does not accrue

Due to the nature of the Strategic Development Projects residential projects the delivery extends over multiple financial years. A whole of life budget is reported to Council quarterly through the Strategic Property Development Sub-Committee. The numbers below reflect those last reported in December 2016 and are subject to change during the period of the Strategic Development Project Program Review. Those projects that are trading and have a confirmed cost and revenue budget completed are combined below

Projects	Project Cost	Sales Revenue	HAF Grant Revenue	Rebate Revenue	Net Proceeds (excl Land Cost
Greentree Walk	$6,508,969	$10,008,875	$670,000	$103,384	$4,273,290
Emerald Green	$5,555,820	$13,448,216	$768,000	$104,960	$8,765,356
The Reserve	$7.118.472	$8,675,568	$752,000	TBD	$2,309,096
Riverwalk	$1,565,014	$3,553,636	$120,000	TBD	$2,108,622
Boardwalk	$9,627,357	$15,083,136	$710,000	TBD	$6,165,780

6

Attachment 2

The following projects have an indicative feasibility budget assigned to them for delivery with final budget and revenue targets that will be confirmed following completion of Business Cases and consideration of delivery approach by Council.

Projects	Project Cost	Sales Revenue	Rebate Revenue	Net Proceeds (excl Land Cost	Feasibility Preparation Date
Hoyle Green	$1,059,218	$3,274,000	TBD	$2,214,782	April 2014
Shoalhaven	$1,290,000	$1,508,000	TBD	$218,000	April 2014
Lake Windermere	$2,231,000	$3,4000,000	TBD	$1,168,000	April 2014

Further to the residential projects above the Strategic Development Projects budget strategic projects budgets for 16/17 contained within the Division's budget and areas of responsibility includes:

- Walpole Road Upgrade Road reconstruction project $2,050,000
- St Jays Demolition and residential feasibility Salisbury Oval - $300,000 Budget
- Salisbury Community Hub $3,740,000 for architectural design and consultancy work a part of the total project delivery budget of $43.8 million.

The following graph indicates the settlement volumes for the five projects, providing a summary of the multi-year nature of the residential development projects and timeframes for completion managed by the Strategic Development Projects team

7

Attachment 2

Net Profit from Property Projects offset by value of assets created and land value

Legend: Net Profit from Property Projects offset by value of assets created and land value

X-axis: 13/14, 14/15, 15/16
Y-axis: $-, $1,000,000, $2,000,000, $3,000,000, $4,000,000, $5,000,000, $6,000,000, $7,000,000
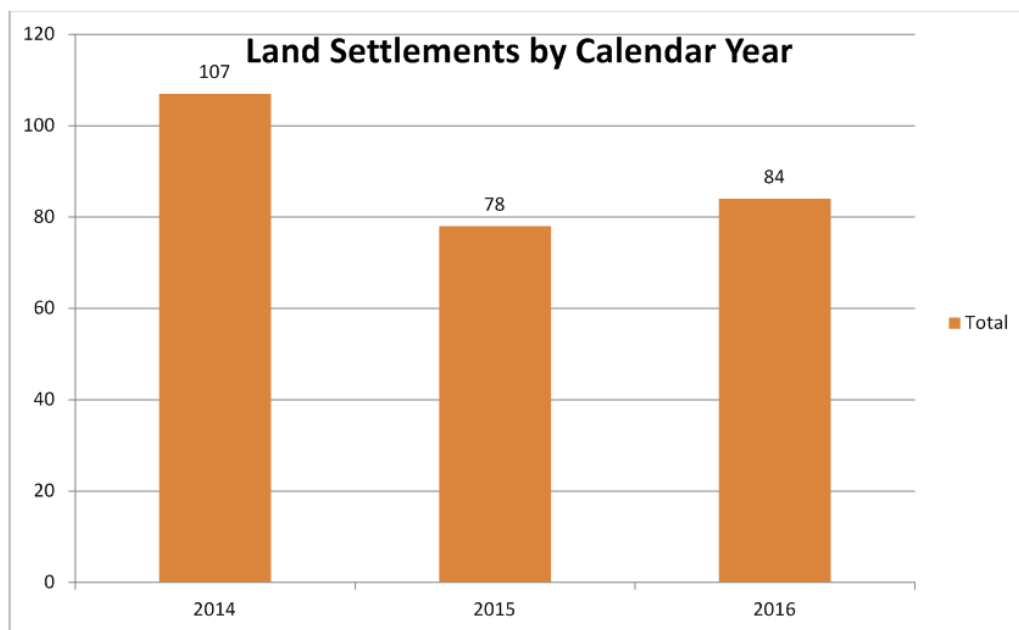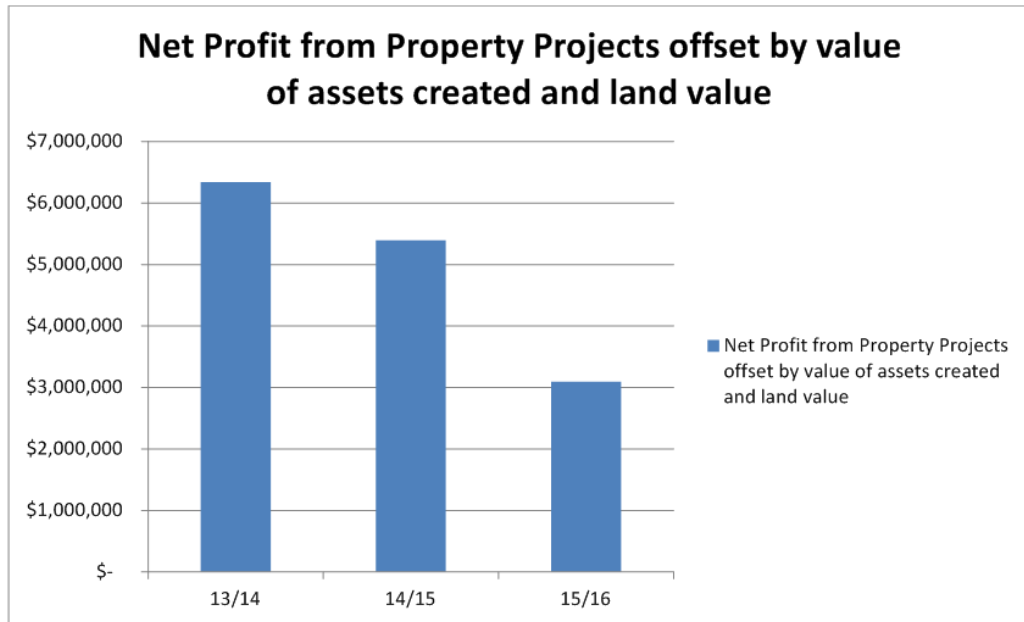
Internal Links & Dependencies

In delivering the Division's responsibilities, support of other departments and divisions is critical for success. Given the complexity of the Strategic Development Projects and the size of the internal team that is responsible for oversight of projects, cross organisational support is paramount to their success, not only to offer technical skills but also to value add through cost effective delivery, through maximising use of Council's existing services, staff and plant. The support is cyclical in nature and not a constant draw on resources, subject to the lifecycle timing of the projects.

The following lists the key internal links and dependencies in 2016/17. Whilst some links relate to a responsibility for a function (eg Development Services within City Development currently manage encumbrances applying to Council's land development projects), others identify that there is input required from another part of the organisation on projects that the Strategic Development Projects Division are responsible for (eg Community Development Department input to the Salisbury Community Hub project). The list relates to those projects or processes that the Strategic Development projects Division interfaces with other parts of the organisation:

8

Attachment 2

CITY DEVELOPMENT DEPARTMENT

Identified Project/Process Links

- Strategic Development Project encumbrance management
- Development engineering standards and input
- Growth Action Plan and associated precinct plans
- Planning policy
- Northern Adelaide Economic Plan – strategic projects

COMMUNITY DEVELOPMENT DEPARTMENT

Identified Project/Process Links

- Salisbury Oval Masterplan
- Fairbanks Reserve Masterplan
- Community Hub (library, community facility needs, design)
- Customer Service Improvement Program
- Communication & Advocacy Strategy
- Aged Appropriate Housing
- Open Space Planning and the review of the Game Plan

BUSINESS EXCELLENCE DEPARTMENT

Identified Project/Process Links

- Transitioning to a mobile environment – information, IT systems, enhanced cloud solutions
- Enhanced system integration
- Community Hub change management
- Procurement support and policy
- Financial support and advice
- Long Term Financial Plan informed by revenue potential of SDP projects
- GST Margin Scheme applications for residential projects
- Financial modelling to inform the Salisbury Community Hub
- Salisbury Water infrastructure, standards and handover
- Governance service to Elected Members, and probity and process requirements

9

Attachment 2

CITY INFRASTRUCTURE DEPARTMENT
Identified Project/Process Links

- Coordination of capital works with other projects
- Consistent civil design standards
- Project task code & asset depreciation take-up
- Project landscape design feedback and oversight
- Infrastructure handover
- Maintenance standard within and around projects for presentation.
- Community land revocation and road closure process management
- Community Land Coordination Group
- Building and infrastructure standards and design, and handover

The Division also has a regular and critical interface with Elected Members, formally through the reporting process via the Strategic Property Development Sub-Committee and Policy and Planning Committee, and less formally through Informal Strategy Project Briefings, community engagement on projects, and provision of updates to Elected Members on projects. This reflects the nature of the projects being delivered through the Division.

External Stakeholders

Further to the internal dependencies the Strategic Development Projects Division maintains key contacts with external agencies, builders and industry representatives required to facilitate the delivery of residential projects within the Development Industry. The key external stakeholders include the following organisations:

- South Australian project home builder industry
- Urban Development Institute of Australia
- Defence Housing Australia
- Community Housing providers
- Home Start Finance
- Renewal SA – Affordable Housing Program
- Development Assessment Commission – decision making authority
- SA Water
- SA Power Networks
- NBN Co
- APA
- Federal Department of Social Services – Housing Affordability Funding body
- Department of Planning, Transport & Infrastructure - MOSS payback

10

Attachment 2

Opportunities and Challenges

Project delivery model, resources and structure:
The Strategic Development Projects Program has previously sat with other Divisions of Council across their delivery timeline, including within the Finance and Property and Building areas. A change in the structure and resourcing of projects resulted in the transfer of the program to the City Development Department in 2012.

There was a further adjustment to the structure in 2014 when the urban policy functions of the Division transferred to the Economic Development Division (to for the Economic Development and Urban Policy Division), and re-naming to the Strategic Development Projects Division. This reflected a stronger focus on strategic project design and delivery for the Division, resulting in the need for access to specific skills related to project feasibility, design, management and delivery.

The current SDP team within City Development has evolved over the last four years with challenges relating to availability and stability of staff resources and establishment of a new team with new employees and an adjusted internal skills set. This reflects a transition from outsourcing project management of key projects with a significant reliance on external consultants, and developing in-house resources to oversee and deliver the residential development projects from feasibility through design and into delivery and handover. As part of this transition three staff were bought onto the team with direct experience in the residential property development industry, offset by reduced use of external consultants.

This new team completed the tasks of closing out and resolving the Tranche 1 Residential Development Projects including the sale of the last remaining allotments, completion and handover of final construction and close out of old contracts and existing budgets, and reconciling project history and budgets due to the extended timelines and multiple handovers of projects that has occurred.

Learnings from projects to date:
Significant learnings have been made by both the team and entire organisation on the risk mitigation and delivery approach for these projects, and formalising these learnings through detailed close-out reports covering the full scope of the projects will be critical to implement improved systems and processes for future projects. Close out reports are anticipated to be completed over all Tranche 1 projects across 2016/17 and will include involvement from across the organisation. The timing for the close out reports of some of the projects will allow information to feed into the Program Review findings.

The Division has been tasked with proceeding with feasibilities on the known Tranche 3 projects identified through existing complementary pieces of work, notably the Salisbury Oval Master Plan and related St Jay's residential development, and Fairbanks Reserve. These projects, specifically

11

Attachment 2

Salisbury Oval, is a complex multi-objective project seeking to deliver not only commercial returns but drive medium/high density built form outcomes currently unproven in the Salisbury City Centre, whilst also delivering on open space and recreation and sporting facilities as part of the broader Salisbury Oval Master Plan. Ensuring that flexibility is retained to respond to community expectations and the market, through the completion of the Salisbury Oval Masterplan and associated community land revocation process not locking into a single solution, will be critical to the ultimate project's success.

The quality of delivery achieved by the team on the first of the Tranche 2 projects, Boardwalk at Greentree, which was the first project that had a Business Case developed with a focus on design review and documentation and market aligned product, demonstrates the possibilities for the Strategic Development Projects into the future to push the built form innovation agenda and bring new product to market for the Salisbury Community, while also increasing revenue.

Further to this, the delivery of affordable housing and other community programs, such as the OPAL partnership for promoting a nature play and healthy activity message to local schools introduced at Boardwalk (noting the cessation of OPAL program external funding on 30/6/17), has demonstrated potential for increasing consideration as to how Council's investment in the strategic development projects agenda could provide an opportunity to not only return revenue to Council but directly contribute and support community programs, improved social connection and other City Plan 2030 objectives.

There is a need to better identify builder and development partnerships that can assist to deliver value add and new product delivery within the projects that can bring direct benefits to the community and demonstrate solutions not otherwise being delivered by the private development industry. Within a Local Government probity setting this focus will need to be positioned within a clear framework as part of each project Business Case, building on the learnings from Boardwalk at Greentree and the affordable home product of Jewel Living. The Program Review should include a governance review to put a clear framework in place for investigation into these future opportunities.

Understanding the strength of the Salisbury Living development brand, building off the back of five residential projects, and developing marketing approaches that can utilise the strength of this brand and the quality of delivered projects to simplify marketing for new projects and convert enquiry, will be critical. Repeat purchasers and buyer referrals are the cornerstone of successful developers, and given our reach within the Salisbury community we should be seeking to maximise this potential. As projects moving forward, and change scale and format, this umbrella brand will become critical, when the projects alone don't command a brand or identity that can stand on its own.

12

A specific focus on identifying areas of Council that could optimise return or contribute to efficiencies for Council acting in this area should be explored through the Program Review including, but not limited to;

1. Liaison with City Infrastructure, to investigate potential to reduce project costs from existing contracts or via increased utilisation of internal resources where cost-effective. In-house resources, material and plant may offer opportunities for savings in costs attributed to projects in comparison to use of contract resources, dependent upon the resources available, and requires exploration. This will also need be considered in a competitive neutrality context and be transparent and accountable.

2. Liaison with Strategic Procurement to investigate the most appropriate commercial structure of projects, as the pipeline extends to include a larger number of smaller projects. In particular, investigation of the option of releasing to market construction packages of work that would potentially result in a more competitive price through tender, as opposed to a series of smaller and separate work packages for each individual project.

3. Identifying an internal service delivery and/or external contract for the timely and cost effective removal of dumped rubbish and maintenance of sites, post construction through to the completion of sale. Site presentation is an important part of positioning and branding the Salisbury Living projects, and if not managed appropriately also has the potential for additional project costs.

4. Identifying appropriate communication channels for Council to market and promote the projects through existing material and collateral, maximising our exposure into the Salisbury Community (who are 70% of purchasers in our Boardwalk at Greentree Project to date). The cost of marketing and building a database from scratch for each project can equate to between $1,000 - $1,500 dollars/lot. Efficient use of existing Council resources provides an opportunity to reduce this cost and improve project exposure and sales. This work would need to be done in close partnership with Communications and Customer Relations Division. As part of this the guidelines for use of Council platforms and data in such projects will need to be reviewed given the commercial aspects of the projects.

Future opportunities:

The current projects under delivery making up Tranche 1 and 2 were identified and the Community Land status revoked a number of years ago. Confirming the pipeline of project opportunities to support Council's broader strategic objectives and Long Term Financial Plan needs to be a significant focus. To this issue, the Strategic Land Review will be completed by March 2017, providing a transparent and evidence based decision making structure and process for land development and disposal decisions at a Council wide level. This implementation plan has identified 91 land parcels across the City and a 15-30 year pipeline of projects subject to consideration and approval by Council of a detailed work-plan and land revocation strategy in March 2017. Dependent on the work program adopted this decision may have resourcing and/or budget implications should consultants or additional staff (or a combination of both) be needed to deliver the pipeline within the identified period.

13

Attachment 2

The Strategic Land Review is timed to be considered as part of the final report of the Strategic Development Projects Program Review.

While the Strategic Land Review will identify a potential capacity and available returns from the future pipeline of projects, the exact timing and format will be informed by future Council decisions and community engagement. Given the nature of the projects that form the Strategic Development Projects portfolio, the regular review of the land development pipeline and confirmation of an ongoing commitment to continue with this discretionary program that falls outside Council's core business will need to be considered in the Program Review and structure of the team.

Ultimately the Strategic Development Projects Division is a small team that relies on both external specialist consultants and critically the support of a range of Division's and Departments from across Council. Improved integration back into Council's systems and processes and improved support from internal business partners will be a focus of the Program Review and important to continuity of projects.

The internal project management of the Salisbury Community Hub is a major priority project for the Division and will continue through detailed design, delivery and relocation in mid-2019. Running in parallel with the Community Hub project is the investigation of commercial land freed up as a result of the Community Hub, being 12 James Street and the Len Beadell Library. That will be able to be released to market between 2018/2019 and 2021/2022 and will secure revenue for Council and directly catalyse and contribute towards the development agenda and mixed use land uses proposed within the Salisbury City Centre Renewal Agenda.

Resources:

Staffing in strategic development projects has been rebalanced over the last 12 months to provide a better project oversight from initial project inception through to delivery, but ongoing support of key industry experts will be required in project delivery. The exact structure will need to be tailored based on the team's workloads and the specific complexities of any one project. From a staffing perspective, continuity and retention remains an issue with the multi-year timelines for project delivery from initial identification through the handover, with the risk of staff in the residential development and project management fields being mobile reflecting the cyclical project-based nature of the sector. Robust internal record keeping protocols are needed to ensure critical project history is not lost in this environment.

14

Attachment 2

Due to the inertia of development projects and the need to continue to drive and support delivery once underway, the Division needs to manage periods of vacancy and leave by upskilling and multiskilling across the team, in addition to accessing specialised resources from across Council or externally. Options for increasing of the projects will be explored, which could serve both as a facility to share the commercial knowledge being gained through the projects into other areas of the organisation but also increase the pool of resources who can assist to oversee components of the project as needed. The ability to retain key staff with experience in the residential development industry given the contract nature of employment within the team will also be an ongoing challenge. As the development environment has turned in South Australia over the last 12 months and new development players enter the South Australian market, there is an ongoing risk of staff resignation and a potential difficulty in refilling positions with staff qualified/experienced within the property development industry.

The extent of time that members of the Strategic Development Projects Division spend out of the office due the nature of work makes it critical that ICT and technology solutions are found that can enable staff to work efficiently out of the office. This is an agenda that also closely aligns with the new Salisbury Community Hub project. Opportunities to explore web based platform and mobile computing amongst team members would improve operational efficiencies while also mitigating project risks by allowing sharing of documentation between the large consultant supporting teams that work on the projects.

Conclusion

The Strategic Development Projects Division has a strong functional focus related to residential and other strategic development projects on Council land, with multiple objectives. The Division Is expected to operate commercially and with a focus on community benefit, but within a Local Government regulatory, probity and decision-making environment.

Accordingly the Program Review needs to take into account the unique operating environment of the Division and the multiple project objectives in reviewing the current operational model and resourcing. It also needs to be cognizant of the outcomes of completed and pending Program Reviews of other parts of the organisation that interface with the Strategic Development Projects Division.

The Program Review will consider the current structure and operation of the Division and identify the risks and opportunities in the future.

15

ITEM	PRSC2
	PROGRAM REVIEW SUB COMMITTEE
DATE	14 August 2017
HEADING	Inspectorate 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 Inspectorate Services and seeks consideration of the recommendations to be implemented. The recommendations that have service level and/or resource implications are presented for Council endorsement (Recommendations 6 and 9), with the balance of the recommendations requiring administrative action to be noted.

RECOMMENDATION

1. The information be received.

2. The Healthy Environs Report – Program Review Inspectorate Services (as set out in Attachment 1, Item No.PRSC2, Program Review Sub Committee, 14/08/2017) be received and noted.

3. That the recommendations 6 and 9 and related Management responses as contained in Attachment 3 (Item No.PRSC2, Program Review Sub Committee, 14/08/2017) Inspectorate Services Program Review Recommendations be endorsed, and the Executive Group monitor the implementation of the actions, as required.

4. That the balance of the recommendations and Management responses as contained in Attachment 3 (Item No.PRSC2, Program Review Sub Committee, 14/08/2017) Inspectorate Services Program Review Recommendations be noted 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 Inspectorate Services

2. Inspectorate Services Background paper

3. Inspectorate Services Program Review Recommendations

1. BACKGROUND

1.1 At its meeting on 14 November 2016 the Program Review Sub-Committee endorsed the Inspectorate Services (IS) Program Review Brief and Background Paper, and a select tender process was subsequently undertaken to engage consultants to conduct 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 November 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 have interdependence with Inspectorate Services, and included representatives from Development Services, Economic Development, Urban Planning and Community Development and Vitality, City Infrastructure, including Field Services and Council Buildings and Property.

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 three metropolitan Adelaide Councils.

3. REPORT

3.1 The Inspectorate Services Program Review aimed to identify an appropriate service level structure and delivery model for the City of Salisbury community. The review considered:

- legislative and policy directions of relevance to IS functions;
- approaches adopted by comparable service providers;
- the performance standards needed to maintain quality services and safety for the City of Salisbury, and
- Council's City Plan key directions and objectives.

3.2 The attached report from Healthy Environs details that IS consists of a team of dedicated officers that aim to protect and promote a high standard of public safety and environmental quality within the City of Salisbury. This is undertaken through a combination of community education and engagement along with the enforcement of numerous Acts and regulations, including the:

- Dog and Cat Management Act 1995;
- Road Traffic Act 1961 and Australian Road Rules;

- Local Government Act 1999 and relevant Council By-Laws;
- Environment Protection Act 1993; and
- Local Nuisance and Litter Control Act 2016.

3.3 The IS team undertakes a wide variety of functions which for the purposes of the review were classified into the following area.

- Animal Management;
- Parking and Traffic Control;
- Nuisance and Environmental Protection;
- Other – Various Compliance Inspections; and
- After hours services.

3.4 The review methodology involved three stages:

- Assessment of the Current State of Services;
- Benchmarking and Scoping Opportunities for Improvement; and
- Recommendations.

3.5 The assessment of the current state of services included IS team consultation to thoroughly understand how key service areas: animal management, parking and traffic control, and environmental nuisance management, are currently performed. Consultation was also conducted with representatives of relevant Council Sections (where there are interdependencies in delivering functions with the IS team) to discuss current opportunities and potential improvements, including Property and Building Division, Field Services and Economic Development and Urban Policy. A desk-top review of recent service performance data, resourcing and budget allocation for key functions, was undertaken as part of the 'current state' analysis.

3.6 The benchmarking and scoping opportunities included a benchmarking survey and discussions with participating Council representatives assessing service delivery approaches and models suitable for the City of Salisbury as well as comparative quantitative data.

3.7 The recommendations for IS were based on the analysis of performance data, internal and external stakeholder consultation and external service benchmarking.

Current State

3.8 The Inspectorate Services Team has a fundamental role in protecting environmental aesthetics and community safety within the City of Salisbury. Service functions are predominantly compliance focuses and therefore are largely shaped through Council's legislative responsibilities to administer relevant legislation.

3.9 Inspectors adopt both an educational and enforcement approach to promoting compliance outcomes. Inspectors within the team, therefore draw on a diverse range of skills to promote safety and amenity within Salisbury:

- The ability to interpret and apply legislation.
- Customer service and interpersonal skills.
- Community education.
- Conflict resolution and mediation.

3.10 Team members are actively involved in the Authorised Persons Association and management staff members contribute to relevant Boards and Committees such as the Dog and Cat Management Board and the Local Nuisance and Litter Control Act Working Group (convened by the Local Government Association and Environment Protection Authority).

3.11 The Program Review methodology entailed gaining a clear understanding of current Team performance and service processes. A consultative approach with the Inspectorate Services team and interdependent Council Divisions was used to review the service issues and improvement opportunities.

3.12 The 'current state' of services provided by the Team is identified by the consultants and set out in Section 3 of the Healthy Environs report (Attachment 1) and further detailed information is set out in the Inspectorate Services Background Paper (Attachment 2).

3.13 Additional observations and discussions regarding performance are made in the benchmarking analysis within the Healthy Environs Report (Attachment 1).

IS Budget 2016-17

3.14 The Team's overall net cost of service as of April 2017 was $114,510, taking into account expenses as well as revenue. Table 6 from the report in Attachment 1 summarises the Team's 2016-17 budget by high-level functional segments as of April 2017.

Functional Segment	Revenue	Expenses	Net Cost of Service
Dog Control	(1,125,700)	1,107,250	(18,450)
Cat Management	0	7,500	7,500
Inspectorial Services	(312,700)	438,160	125,460
TOTAL	(1,438,400)	1,552,910	114,510

3.15 The Team's revenue budget consists of dog management and parking compliance activities. Dog control activities dominate revenue activities consisting of licensing activities (dog registration income - $850k), prosecutions (fines enforcement and recovery income from unpaid expiations and any court payments ($135k) and expiations ($85) respectively). These activities equate to a total $1.07m or 95% of total dog control budget revenue.

3.16 Other inspectorate services predominantly consist of vehicle parking compliance activities. Revenue from these activities consists mainly of fines ($233k) and prosecutions (fines enforcement and recovery income from unpaid expiations and any court payments ($70k).

3.17 The following table provides and update of actual 2016/17 budget results and approved 2017/18 budget:

Dog Control	Actuals 2016/17	Budget 2017/18
Statutory Charges - Dog Licence Income	1,088,324	1,171,000
User Charges	4,856	6,600
Other Revenue	133	-
Total Revenue	**1,093,313**	**1,177,600**
Wages & Salaries	635,807	683,000
Contractual Services	105,293	107,950
Materials	23,614	33,600
Depreciation	12,800	12,900
Other Expenses	304,111	321,030
Total Expenditure	**1,081,625**	**1,158,480**
Net Position	**11,688**	**19,120**

Inspectorial Services	Actuals 2016/17	Budget 2017/18
Statutory Charges - Parking Fines etc	308,051	321,500
Other Revenue	21,725	7,300
Total Revenue	**329,776**	**328,800**
Wages & Salaries	294,629	320,300
Contractual Services	31,063	23,500
Materials	1,931	7,000
Depreciation	12,800	12,900
Other Expenses	80,400	89,370
Total Expenditure	**420,824**	**453,070**
Net Position	**(91,047)**	**(124,270)**

External Benchmarking

3.18 The consultants, Healthy Environs, undertook an external benchmarking program comparing Council's IS service approaches against three other South Australian metropolitan Councils.

3.19 Benchmarking survey questions covered both quantitative and qualitative performance information.

Quantitative Performance Benchmarking

3.20 Quantitative Performance Benchmarking focused on the inspectorate service current financial year expenditure, team structures (incorporating full-time equivalent (FTE) count), total organisational budgets as well as the quantum of compliance notices issued for the last financial year (2015/16). Information on statutory dog and cat management returns was also provided.

3.21 High-level benchmarking as presented in the Healthy Environs report (Attachment 1, Section 5.2), outlines the City of Salisbury's position in terms of resources directed to complete compliance activities according to its service delivery remit, as compared to benchmarking participants.

Headline Quantitative Benchmarks	Salisbury	Council A	Council B	Council C
IS Operational Expenditure Budget ($m)	**1.56**	2.22	2.51	2.87
IS Net Cost of Service ($m)	**0.12**	0.14	0.07	1.42
IS Net Cost of Service ($) to Population Ratio	**0.89**	0.80	0.63	11.31
IS Operational FTE Count	**10.6**	21.2	18.0	14.0
IS Operational Exp Budget to Council Budget Ratio	**1.4%**	1.2%	2.2%	2.5%
IS Operational FTE to Council FTE	**2.6%**	3.1%	3.9%	3.2%
IS Parking Expiation Revenue ($m)	**0.32**	0.31	1.45	0.37

Reference: Attachment 1 – Section 5.2 - Table 7 – Budget and Resource Benchmarks

3.22   Observations and findings from the Quantitative Performance Benchmarking:

3.22.1   Council's overall operational expenditure budget is lower than all benchmarking partners.

3.22.2   Benchmarking partner expenditure budgets range from $2.2m to $2.9m, whereas Salisbury's total expenditure budget is $1.6m.

3.22.3   All benchmarking partners and the City of Salisbury's inspectorate service resource allocations are minor within the overall organisational budgets.

3.22.4   Council's ratio of 1.4% of overall ongoing financial resources is within the lowest and highest partner results. . Effectively this reflects that Council C allocates close to double the resources Salisbury dedicates to inspectorate resources, as a proportion of overall Council spend.

3.22.5   The Net Cost of Service (NCoS) indicator is the residual costs of providing services to the community after self-funding compliance revenue offsets gross expenditure.. All Council's except Council C have recorded NCoS results of between $0.07m and $0.14m, including Salisbury of $0.12m. Council C indicated its NCoS result is $1.42m.

3.22.6   Council C has indicated it is currently progressing structural changes that are evolving the delivery of inspectorate services.

3.22.7   The IS Operational Expenditure to population ratio was also examined and this showed that Salisbury had the lowest cost of $11 per person when looking at expenditure only. It should be noted that a higher operational expense as per some comparative Councils resulted in higher revenue generated from operations and subsequently lower Net Cost of Service.

Council	Salisbury	Council A	Council B	Council C
IS Operational Expenditure to Population Ratio ($per person)	$11	$13	$22	$23

Labour Resource Profiling

3.23   Analysis of compliance activities performed by inspectorate service teams was completed. Fundamentally compliance activities are directly related to statutory and regulatory frameworks predominantly for animal management and parking control.

3.24 The City of Salisbury and benchmarking partner Councils use internal labour resources to perform the vast majority of their services to the community. There are some exceptions to this, in particular outsourcing after hours monitoring and compliance activities at appropriate times throughout the week and on weekends.

3.25 Observations and findings from the Labour Resource Profiling:

3.25.1 City of Salisbury labour resourcing profile was at the lowest at 10.6 full-time equivalents (FTE) for the current financial year and benchmarking partners have indicated FTE counts between 14.0 and 21.2 FTE.

3.25.2 Direct comparisons between individual Council FTE profiles require some qualifications:

- all Councils have indicated an element of outsourcing performed by external contractors, but not for the same services and not to exactly the same parameters and service levels.

- some Councils have indicated a significant focus on specific compliance areas, such as traffic control.

3.25.3 IS budgets reveals the City of Salisbury has a ratio of $147k total budget per FTE employed. Council A recorded the lowest comparative ratio of $105k per FTE, whilst Council C recorded a result of $205k per FTE employed. Council B was extremely comparable with the City of Salisbury being $140k. Note that the cost per FTE reflects all costs, not just salary costs.

3.25.4 The City of Salisbury compares favourably for internal inspectorate service labour resources employed as a proportion of total organisational FTE with a ratio of 2.6%., and equivalent benchmarking partner outcomes range from 3.1% to 3.9%.

3.25.5 Whilst these results provide an insight into the service delivery platforms adopted by Councils, the report emphasizes that it is imprudent to suggest one particular Council's IS function is more efficient or effective than another based on these outcomes. However, they do provide an insight as to internal labour resourcing dedicated to servicing inspectorate service activities and provide a pathway for more in-depth analysis of how Councils fund and support differing service levels for particular compliance activities.

Revenues Derived from Compliance Activity

3.26 Specific analysis has been performed on the predominant service activities undertaken in each Council's IS functions, namely animal management and traffic control or parking.

3.27 Excluding Council C, all Councils including the City of Salisbury operate at marginal cost neutral levels. The predominance of services and activities directly related to revenue raising activities is evident in the financial performance of all Councils.

External Benchmarking - Approaches to Service Delivery - Qualitative Feedback

3.28 Analysis of benchmarking partner responses also incorporated qualitative feedback sought and received in the controlled questionnaire, and in some cases, in direct conversations with partners.

3.29 Observations and findings from Approaches to Service Delivery:

Primary Service Delivery Model

3.29.1 All benchmarking Councils deliver inspectorate services and supporting activities through the provision of internally managed resources in line with the City of Salisbury operating model, where it provides the vast majority of its services through internal resourcing and management.

3.29.2 Service model variation centres on after-hours compliance monitoring for animal management and parking and traffic control services.

3.29.3 Council B opts to outsource some legislative compliance functions comparative to other benchmarking partners.

3.29.4 City of Salisbury after hours service is provided by internally managed resources and as such this service costs are attributed to the overall ratio of $147k total budget per FTE employed.

Leveraging Technology

3.29.5 All benchmarking partners indicated the adoption of technological platforms well recognised in the local government sector to streamline the issuing of expiation notices, monitor Officer safety and well-being and minimise administrative processing.

3.29.6 The majority of Councils including the City of Salisbury indicated that remote handheld applications have been incorporated into their compliance activities to provide more efficient and effective delivery of;

- Expiation and Permit issuing. (note: expiations only at Salisbury)/
- Provision of image capture to improve expiation evidence.
- Remote upload of information to property and customer request databases.
- Post-expiation escalation management and processing.
- Remote access to compliance activity databases for 'live' actioning of enforcement.

3.29.7 Remote monitoring of parking controls is also on the agenda of a number of Councils. Consultation with key stakeholders that have implemented this technology has revealed both direct and indirect benefits from adopting this advanced technology at high-demand parking 'hot-spots' within their Council precincts. Such technology has resulted in strategic economic development benefits within the high demand business precincts, including higher compliance and parking space turn-over, operational efficiencies and work health and safety benefits.

Alternative Service Delivery Options

3.30 The results of the benchmarking analysis highlight the following inspectorate service delivery model options for Council.

Internal resourcing of inspectorate services through Council employees

3.31 Currently the City of Salisbury, undertakes all legislative inspectorate service functions internally, with only minor supportive functions outsourced. Given the size and scale of Council's service requirements maintaining internal compliance assessment and enforcement skills and knowledge is advantageous.

3.32 Managing service activity in accordance with the broad range of relevant Council policies and promoting consistency in enforcement in accordance with Council's Enforcement Policy, are key objectives of the Team.

Complete outsourcing of inspectorate services to an external contractor

3.33 Complete outsourcing of IS functions is not common and was not adopted by any of the benchmark partner Councils. However, outsourcing of certain functions was adopted by three of the benchmark Councils, with one Council outsourcing all after-hours services. Risk management, cost control and consistency in adherence to Council enforcement requirements are fundamental as part of an outsourced model. Effective key performance measures and procedures is important to ensure that performance and risks associated with outsourced functions are effectively managed.

Partial outsourcing of inspectorate services for certain functions or service hours

3.34 The benchmarking identified that the four Councils have varying degrees of service offerings for their after-hours services and prioritise activities that are relevant to their communities and operational needs. What is critical for any consideration for outsourcing these functions is to identify the service level requirements and expectations of the community.

3.35 The after-hours service model endorsed by Council in a review in 2014 identified specific service level requirements that were implemented. Any changes to service delivery methods for after-hours should ensure service levels are the primary focus, including customer service standards, consistency in enforcement and effective communication approaches with ratepayers.

Regional service collaboration with neighbouring or nearby Councils

3.36 There is the potential to have a regional approach to service contracts with other neighbouring or nearby Councils. One key area of opportunity is the potential use of the Animal Welfare League's Elizabeth North dog pound and shelter facility currently utilised by the City of Playford.

3.37 A regional approach to litter prevention, surveillance and enforcement under the Local Nuisance and Litter Control Act 2016 could also be explored with neighbouring Councils to provide a regional campaign for litter prevention and awareness amongst the community.

4. EMERGING ISSUES AND FORECASTED LEGISLATIVE/POLICY CHANGES

4.1 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.

4.2 *Dog and Cat Management Act amendments* - the amendments to the Dog and Cat Management Act will see a number of administrative changes relating to authorized officer's powers, penalties and expiations from 1 July 2017. Compulsory desexing and microchipping of dogs and cats, breeder registration and registration classes and rebate class changes form 1 July 2018. These administrative changes will require changes to operating procedures and training of key staff to understand the impact and new powers. Fees and expiation increases will require community education and review of operating procedures and enforcement policy action, and microchipping and desexing will also require significant community education and staff training.

4.3 *Dogs and Cats Online (DACO)* – the Dog and Cat Management Board after consultation through the LGA is currently developing DACO. The system will provide a central register of dogs and cats and enable payments to be made online and to one authority. The development of DACO will require increased contributions from Councils to fund the development and implementation. Contributions will increase from 20% to 24% of dog registration fees collected and Council revenue is dependent on the base registration fee charged. DACO will result in changes to registration fees, administrative processes, customer service and require community education. It should also result in reduction in administrative procedures and costs associated with the annual registration renewal process.

4.4 *Cat Controls* – with the pending implementation of the provisions of the amended Act regarding desexing and microchipping of cats, any additional controls required under by-laws for cats will need to be considered and this will involve extensive community consultation.

4.5 *Local Nuisance and Litter Control Act* – The Local Nuisance and Litter Control Act was enacted and on 1 February 2017 for litter control provisions and 1 July 2017 for nuisance provisions. The enforcement of this Act will have involvement by General Inspectorate, Environmental Health and Development Planning. Most nuisance types are currently addressed by Council, however the new area is noise nuisance and the impact of this is unknown may have resource implications for Council. Additional training will need to be undertaken and operational procedures will need to be developed for the Act and regulations.

4.6 *Litter Control Project* – in light of growing littering and illegal dumping Council is investigating the implementation of a litter control project officer to address the illegal dumping and try to reduce the costs associated with clean up and removal of this material. As identified by the review an alternate approach is regional collaboration approach to this program.

4.7 *Supporting Business Growth* – in recognition of the resolution of Council (June 2017) and the work undertaken by Economic Development & Urban Policy team, any Council policies and practices under the administration of Inspectorate Services will be reviewed to ensure they have considered the impact on local business growth, employment creation and the attraction of new businesses to the area. This includes:

- Footpath trading policy;
- Mobile Business signage;

4.8   The emerging issues have been captured within the IS Business Plan as strategic priorities.

5.   CONCLUSION / PROPOSAL

5.1   The report from Healthy Environs identifies that Inspectorate Services being delivered by the City of Salisbury generally compare favourably across a range of indicators with benchmarked Councils. However a number of areas of improvement have been identified and a number of actions are recommended for implementation or further investigation.

5.2   The recommended actions from the Program Review are contained in Attachment 3 to this report, along with the recommended response, for Council consideration and endorsement.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 07.08.17

City of Salisbury Program Review
Inspectorate Services

Report

Healthy
Environs

Item PRSC2 - Attachment 1 - Healthy Environs Report - Program Review Inspectorate Services

Healthy Environs

Program Review – Inspectorate Services
Report
Status – Committee Version
Date of Issue – 3rd July 2017

The Healthy Environs Project Team
(comprising Healthy Environs Pty Ltd and
Skopion) have 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 February to June 2017.*

Table of Contents

Tables

Figures

Executive Summary

Review Approach

The Inspectorate Services Team Program Review, conducted between February and June 2017, aimed to identify an appropriate service level structure and delivery model for inspectorate services for the City of Salisbury community.

The review, undertaken by Healthy Environs and Skopion, considered:

- legislative and policy directions of relevance to Inspectorate Services functions;
- approaches adopted by comparable service providers; and
- the performance standards needed to maintain quality services and safety for the City of Salisbury.

The research encompassed: analysis of current service delivery; consultation with relevant Council staff on current approaches and future improvement opportunities; benchmarking against three comparable service providers in metropolitan Adelaide and discussions with relevant industry stakeholders.

Review Findings

The Inspectorate Services Team consists of dedicated Officers that aim to protect and promote a high standard of public safety and environmental quality within the City of Salisbury. The Team strives to achieve compliance with legislative requirements for animal management, parking and traffic management and environmental amenity. Inspectors adopt both an educational and enforcement approach to promoting compliance outcomes. Inspectors within the Team therefore draw on a diverse range of skills to promote safety and amenity within Salisbury:

- The ability to interpret and apply legislation.
- Customer service and interpersonal skills.
- Community education.
- Conflict resolution and mediation.

The Team's approaches to its role consider a range of Council policies and strategic goals across City safety, public health and driving economic growth.

The Team's overall net cost of service is $114,510 (2016/17 budget) taking into account expenses as well as revenue.

Dog control activities dominate revenue activities consisting of licensing activities (dog registration income - $850k), prosecutions (fines enforcement and recovery income from unpaid expiations and any court payments ($135k) and expiations ($85k) respectively). These activities equate to a total $1.07m or 95% of total dog control budget revenue.

i

Inspectorial services predominantly consist of vehicle parking compliance activities. Revenue from these activities consists mainly of fines ($233k) and prosecutions (fines enforcement and recovery income from unpaid expiations and any court payments - $70k).

Expenses consist of all operational activities underpinning service delivery as well as internal charges that are applied to all front-line services for corporate costs incurred organisationally. Total expenses equate to $1.55m with actual operational budget consisting of $1.171m and corporate overhead charges totalling $382k.

Internal staff consultation highlighted a range of service improvement opportunities, which are detailed in the report under the following themes:

- Consolidating compliance functions within Council (in particular between Field Services and Environmental Health and Safety Divisions).

- Embedding an economic development culture in Team approaches and customer service.

- Addressing new legislation and policy reforms such as the *Local Nuisance and Litter Control Act 2016.*

- Boosting customer service and educational approaches.

- Mobilising inspection processes and technology.

- Inspectorate task planning, capacity and flexibility.

The benchmarking against comparable service providers highlighted that overall the City of Salisbury operate an efficient inspectorate service delivery model comparatively to benchmark Councils (recognising that the scope of activity varies slightly between Councils and that some Councils are in the process of implementing service changes).

Research and service comparison identified opportunities for innovative service approaches to achieving compliance through effective community education and marketing on legislative requirements. This is particularly important where the cost of achieving compliance through current mechanisms is comparatively high and there is a large proportion of expiation costs unrecovered.

Available sensor technology for parking control offers opportunity to improve compliance, service efficiencies and cost saving or revenue generation to re-invest in community education. This also has the added benefit of promoting Officer safety and streamlining administrative and reporting processes.

Review Recommendations

Recommendations for Inspectorate Services delivery at the City of Salisbury are detailed based on the analysis of performance data, internal and external stakeholder consultation and external service benchmarking.

ii

Recommendations are detailed in Section 7 and broadly encapsulate the following themes:

- Service model and process improvements, including the leveraging of technology

- Division scope and interface within Council to promote a centralised compliance function and skill set.

- Service policy directions and customer standards to promote a pro-active, educative approach and a customer-friendly interface with Council.

- Stakeholder partnerships with other Councils and key agencies to deliver services.

iii

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 Inspectorate Services (IS) Team Program Review commenced in February 2017. Council engaged Healthy Environs Pty Ltd (and Skopion, to undertake the review of the Team's current service delivery approach and strategic opportunities for improvement.

1.1 Program Review Objectives

As part of the Business Improvement Framework Council has endorsed a comprehensive review of service delivery options and levels of service for all Council programs and services.

The Inspectorate Services Team Program Review aimed to identify an appropriate service level structure and delivery model for the City of Salisbury community.

The review considered:

- Legislative and policy directions of relevance to Inspectorate Services (IS) functions.
- Approaches adopted by comparable service providers.
- Council's City Plan key directions and objectives.
- The performance standards needed to maintain quality services and community safety for the City of Salisbury.

The program review is in line with Council's City Plan key direction 'Enabling Excellence' and the following key objectives[1]:

- Develop strong capability and commitment to continually improve Council's performance.
- Have robust processes that support consistent service delivery and informed decision making.

The review process supports the following critical actions:

- Collaborate with our community to ensure our services are relevant.
- Develop a flexible, capable and engaged workforce that can meet the changing needs of Council and our community.
- Continually improve business practices to remove barriers and ensure appropriate levels of service that respond to emerging needs and opportunities.
- Use technology to support transformation within Council and proactively address community needs.

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[1] City of Salisbury. City Plan 2020.

1

1.2 Review Scope

The Program Review focused on the Inspectorate Services Team within Council's City Development Department. The IS Team consists of dedicated Officers that aim to protect and promote a high standard of public safety and environmental quality within the City of Salisbury. The Team contributes to the Council's City Plan directions of a 'liveable city' and 'enabling excellence'.

Promoting public safety and a liveable City with a high standard of environmental amenity, is undertaken through a combination of community education and engagement along with the enforcement of numerous Acts and regulations, including the:

- *Dog and Cat Management Act 1995*
- *Road Traffic Act 1961* and Australian Road Rules
- *Environment Protection Act 1993*
- *Local Nuisance and Litter Control Act 2016*
- *Local Government Act 1999* and relevant Council By-Laws

For the purpose of the Program Review, the Team's services were classified into the categories shown in Table 1.

Table 1 – Service Areas Incorporated in the Program Review

	Service Area	Service Element	Relevant Legislation and Council Bylaws
1	Animal Management	• Registrations • Lost dogs • Customer requests	*Dog and Cat Management Act 1995*
2	Parking and Traffic Control	• Parking Control • Footpath Trading • Hoarding Permits • Customer Requests	Australian Road Rules *Road Traffic Act 1961* and Associated Regulations *Private Parking Areas Act 1986* *Local Government Act 1999:* Footpath Trading Policy (CoS) Hoarding Permit Application (CoS By-Law 3- Roads)
3	Nuisance and Environmental Protection	• Nuisance complaints • Litter management • Burning permits	*Local Nuisance and Litter Control Act 2016* *Environment Protection Act 1993* (Environment Protection (Burning) Policy)
4	Other – Various		*Local Government Act 1999*

2

	Service Area	Service Element	Relevant Legislation and Council Bylaws
	Compliance Inspections		and By-Laws
5	After hours services	• Applies to all activities	

.

It should be noted that the functions under each Act have some degree of cross-over. For example, there are animal management functions that are included in the *Local Government Act 1999* (such as wandering stock) in addition to the *Dog and Cat Management Act 2005.* There are also nuisance issues included in the *Local Government Act 1999* as well as the *Local Nuisance and Litter Control Act 2016*, although the recent introduction of the *Local Nuisance and Litter Control Act 2016* has rationalised and consolidated nuisance and litter controls significantly.

3

2.   Review Methodology

The Inspectorate Services review involved analysis of current performance data as well as both internal and external consultation with relevant stakeholders. The review research was undertaken during the period of February to the end of May 2017.

2.1   Review Phases

Assessment of the Current State of Services

The review team initially sought to thoroughly understand how key service areas: animal management, parking and traffic control, and environmental nuisance management, are currently performed. Team consultation meetings were held on Wednesday the 1st and Thursday the 2nd of February 2017, to discuss the objectives of the review and current approaches to Council service delivery.

Consultation with representatives of relevant Council Sections (where there are interdependencies in delivering functions with the IS Team) was also undertaken to discuss current opportunities and potential improvements. The consultancy review team met with the following Council staff:

- Property and Building Division – Karen Pepe (Manager Property & Buildings) – Wednesday 1st February
- Field Services – Mark Purdie (Manager Field Services) - Thursday 2nd February
- Economic Development and Urban Policy – Greg Ratsch (Manager Economic Development & Urban Policy)- Thursday 2nd February.

A desk-top review of recent service performance data, resourcing and budget allocation for key functions, was undertaken as part of the 'current state' analysis (reported in Section 3).

Benchmarking and Scoping Opportunities for Improvement

Benchmarking of delivery approaches and strategies was performed against comparable service providers within metropolitan Adelaide. Participation in a benchmarking survey (Appendix A), was confirmed with three metropolitan Councils to obtain their feedback on:

- Service delivery approaches across the key fields of animal management, parking and traffic control and handling of general customer requests.
- Service innovation and use of technology.
- Delivery methods (internal and external).
- Approaches to customer service, education and communication.

Benchmarking survey results and discussions with participating Council representatives provided an opportunity to assess service delivery approaches and models suitable for the City of Salisbury. The analysis and results are detailed in Section 5.

4

Participating Councils are referenced as Council A, B and C to retain their anonymity. Councils participated in the exchange of information on Inspectorate Service delivery approaches between each other and with the City of Salisbury on the basis of confidentiality, with individual Councils being de-identified in any public document. The City of Salisbury also undertook to provide the results of the benchmarking to the participating Councils on the same basis.

Recommendations

Recommendations for Inspectorate Services delivery at the City of Salisbury are detailed based on the analysis of performance data, internal and external stakeholder consultation and external service benchmarking. Recommendations are detailed in Section 7 under the following categories:

- Service Model and Process Improvements
- Team Scope and Interface within Council
- Service Policy Directions and Customer Standards
- Stakeholder Partnerships – with other Councils and key agencies

5

3.   Current State

3.1 Strategic Context

The Inspectorate Services Team has a fundamental role in protecting environmental aesthetics and community safety within the City of Salisbury.

The Team's activities support the City Plan strategies to[2]:

- Develop a community where people feel safe.
- Enhance our neighbourhoods, streets & public spaces so they are welcoming & connected.
- Provide well maintained, clean and attractive places and facilities.

Service functions are predominantly compliance focused and therefore are largely shaped through Council's legislative responsibilities to administer relevant legislation, such as the:

- *Dog and Cat Management Act 1995*
- *Road Traffic Act 1961* and Australian Road Rules
- *Private Parking Areas Act 1986*
- *Environment Protection Act 1993*
- *Local Nuisance and Litter Control Act 2016*
- *Local Government Act 1999*

The Team also enforces relevant Council By-Laws and policies such as elements of the 'Footpath Trading Policy' and the 'Hoarding Permit' process. The overall aim is to achieve compliance with legislative requirements for animal management, parking and traffic management and environmental amenity. However, Inspectors adopt both an educational and enforcement approach to promoting compliance outcomes. Inspectors within the team, therefore draw on a diverse range of skills to promote safety and amenity within Salisbury:

- The ability to interpret and apply legislation.
- Customer service and interpersonal skills.
- Community education.
- Conflict resolution and mediation.

Team members are actively involved in the Authorised Persons Association and management staff members contribute to relevant Boards and Committees such as the Dog and Cat Management Board and the Nuisance Act Working Group (convened by the Local Government Association and Environment Protection Authority).

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[2] City of Salisbury. City Plan 2020.

6

3.2   The Inspectorate Services Team

Inspectorate Services resides within the Environmental Health and Safety Division, within the City Development Department, outlined in Figure 1.

Figure 1 – Departmental Structure
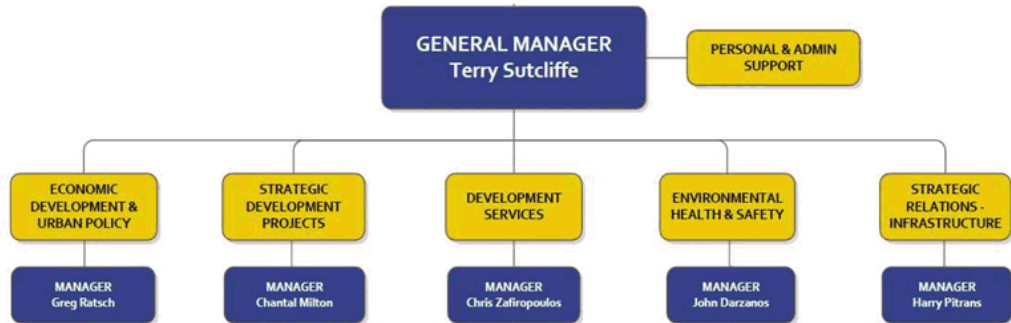
The Team consists of twelve personnel (with a full-time equivalent of 10.6) lead by the Manager of Environmental Health and Safety along with a full time administrative support officer provided through the departmental administrative team (reporting via the Development Services Division). In addition, contractors are used for certain services such as pound cleaning and temporary staff (as required). The team structure is represented in Figure 2 below.

Figure 2 – Team Structure

7
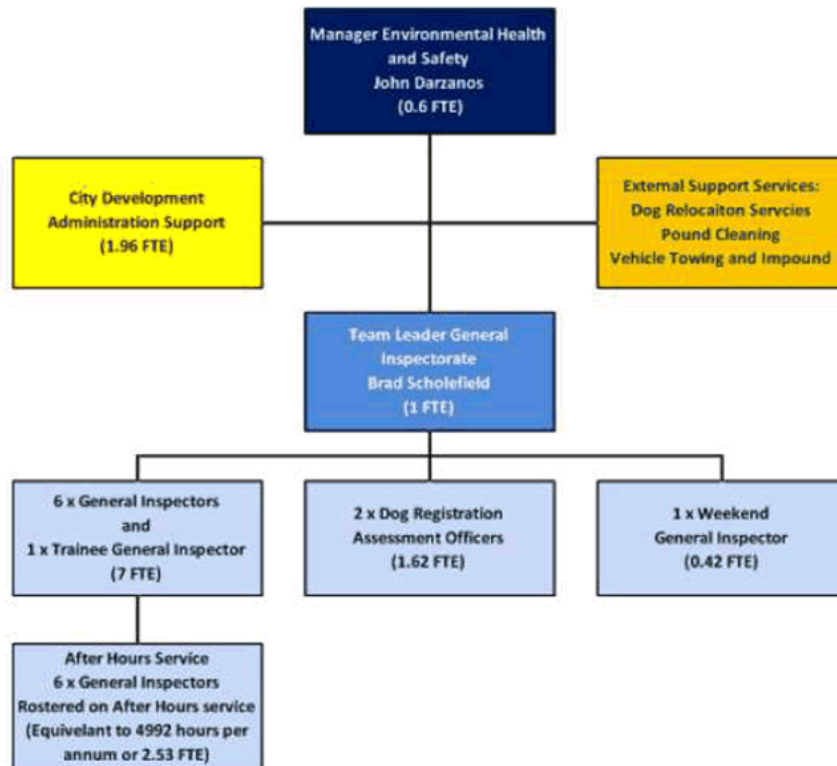
At the time of the Program Review, the team resourcing was down by one FTE due to leave and the trainee inspector role was vacant. These factors on the level of team resourcing need to be considered in the review findings and opportunities raised.

3.3 Service Description

The Program Review methodology entailed gaining a clear understanding of current Team performance and service processes. A consultative approach with the Inspectorate Services team and interdependent Council Divisions was used to review the service issues and improvement opportunities. The 'current state' of services provided by the Team is described in the following sections.

Animal Management

The Team performs a range of functions relating to the management and responsible keeping of dogs and cats within the Council area. All Team General Inspectors are Authorised Officers under the *Dog and Cat Management Act 1995* and there are two Officers tasked to Dog Registration and Assessment. Division functions include:

- **Dog Attack Investigations**

  Ensuring persons responsible for the care and control of dogs are held accountable for attacks by their dog(s) and adequate measures are implemented to prevent further attacks

- **Dogs Wandering at Large (WAL)**

  Ensuring all dogs wandering at large are seized and returned to owners where possible and adequate measures are implemented to prevent further incidents.

  Dogs that require impounding are initially taken to Council's Dog Pound at Research Road Pooraka. Dogs that are not claimed within a 72 hour period are taken to the Animal Welfare League (AWL) at Cormack Road, Wingfield.

- **Dog Noise and Nuisance Complaints**

  Ensuring that the impact of dog noise and nuisance complaints are minimised or eliminated and adequate measures are implemented to prevent further incidents.

- **Dog Registration Activities**

  Dog registration (in accordance with the Dog and Cat Management Act) is a fundamental element to ensuring effective dog control in the City. Annual registration fees for 2016/17 are currently set at $62.50. Reduced fees are offered for desexed and microchipped dogs. Within the Team, there are two Officers (equivalent of 1.62 FTE) tasked with assessing and administering registration compliance in target suburbs through an annual 'Dog Registration Assessments'. As part of this program, target households are visited annually to assess dog ownership and to improve the rate of dog registration.

8

The assessment activity undertaken by the Dog Registration Officers has resulted in significant opportunity to achieve dog registration compliance and improve community safety in the City of Salisbury. Summary activity statistics are provided in Table 2.

Table 2 – Dog Registration Assessment Resourcing, Activity and Income

Financial Year	Properties Visited	Unregistered dogs identified	Expiations Issued	Net cost of Service
2015/16	8664	1344	2099	-$91K
2016/17	7788	1619	1450	-$29K

It needs to be noted that the number of expiations issued decreased in 2016/17, as new dog owners were granted the opportunity to register within a certain period. Expiations for continuing to own an unregistered dog were only issued upon enforcement of the first expiation. This process was changed to reduce customer confusion and the percentage of expiation reviews required.

Overall the assessment team activity generates income in exceedance of the assessment budget, providing the opportunity to direct resourcing into animal management education, community engagement and key projects undertaken by the Registration Officers and the Inspectorate Services Team.

With the changes to legislated expiation fees for 2017/18 and with a predicted similar level of activity, the net cost of service is forecast to be in the vicinity of -$120K. Feedback from the staff has identified opportunities to improve registration rates thorough increased education opportunities and is identified in Section 4 of the report.

- **Education and Promotion**

   The Team strives for a more aware and better-informed community with regard to pet ownership and community safety. Education and information is provided to promote responsible dog and cat ownership and to reduce the incidence of dog attacks in the City.

A summary of the Team's Animal Management activities and performance observations is provided in Table 3. Note that additional observations are made based on a benchmarking analysis against three other Councils (presented in Section 5).

9

Table 3 – Performance Figures – Animal Management

Activity	Activity in 2015/16
Total Dog Registrations	24,759
Registered Dog expiations	2,774
Dog Wandering Complaints	1618
Dogs Impounded	676
Dog Attack Reports	126
Cat Complaints (excludes requests for cat traps from Customer Centre)	62
Inspectors (refer to team structure for FTE equivalents)	11

Parking and Traffic Control

The Inspectorate Services team enforces parking regulations within the City of Salisbury. Parking regulations aim to ensure roads are safe, traffic and public transport flows smoothly, public parking areas are accessible and equitably utilised and people with special requirements have adequate access to facilities. Six General Inspectors, the Weekend General Inspector and trainee General Inspector administer the parking requirements under the:

- *Road Traffic Act 1961* and Australian Road Rules
- *Private Parking Areas Act 1986*

Currently there are no active agreements requiring administration of the Private Parking Areas Act, although one agreement is pending.

Parking and traffic control functions include:

- **School Parking Patrols**

  Ensuring that community members are complying with applicable parking and road rules legislation to enhance and protect the safety of pedestrians, and minimise traffic congestions in and around school zones.

- **General Parking Patrols**

  Ensuring that community members are complying with applicable parking and road rules legislation to enhance and protect the safety of pedestrians, minimise traffic congestions and ensure adequate and equitable car parking is available for customers.

- **Abandoned Vehicles**

  Improving the safety and amenity of the City of Salisbury through the reduction of abandoned vehicles incidents.

10

The Team considers a broad range of Council policies and economic development directions, in the management and enforcement of parking and traffic control in the City. Activities related to footpath trading and local parking have an important influence on local businesses and hence the Team liaises closely with the Economic Development and Urban Policy Division on management strategies for these functions.

A summary of the Team's traffic control activities is provided in Table 4.

Table 4 – Performance Figures – Parking and Traffic Control

Activity	Activity in 2015/16
School parking patrols	249
General parking patrols	363
Parking Infringements	4,275
Abandoned vehicle incidents	634

Local Government Act and Council By-Laws

The Team regulates the safety and amenity of the area through the effective enforcement of the relevant sections of the Local Government Act and Council By-Laws. Activities include:

- **Footpath Trading Permits**

  Administering Council's Footpath Trading Policy to promote a safe, unobstructed footpath environment for all pedestrians. The Team ensures that traders are permitted to undertake footpath trading and operate in accordance with the Policy. Trading applications, which require 'fixed structures' are referred to the Property and Building Division.

- **Hoarding Permits**

  The Team currently assesses hoarding permits which relate to the use of public land for short term obstructions and uses, including mini skip bins, development and maintenance of premises.

- **Moveable Signs**

  Administering the relevant provisions of the Local Government Act and By-laws applicable to moveable signs.

- **Other Animal/Bird Nuisance**

  Investigating customer referrals in relation to other animal and bird nuisances (under the Local Government Act) and taking appropriate action to resolve complaints and educate the community.

11

Table 5 – Performance Figures – Local Government Act and Council By-Laws

Activity	Activity in 2015/16
Footpath trading applications processed	21
Hoarding permits processed	50
Moveable sign customer requests	43
Animal/ Bird Nuisance	128

Environmental Protection and Nuisance

The Team continues to investigate littering and pollution incidents, now using the enforcement provision of the *Local Nuisance and Litter Control Act 2016* (litter control functions of the new Act commenced on 1 February 2017).

The Act 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 and the introduction of registered vehicle owner liability where a vehicle has been used in the committal of an offence. To date the Team has investigated:

- 133 litter related customer request during the period January to the 31st March (3rd quarter of 2016/2017).
- 186 customer requests during the period 1st April to the 29th May (4th quarter of 2016/2017).

The full impact of nuisance investigations under this Act will come into effect after the 1st July 2017, when the nuisance provisions of the legislation commence.

The team's General Inspectors investigated 80 reports of illegal burning in 2015/16, under the Environment Protection (burning) Policy of the *Environment Protection Act 1993*. The issuing of permits to light fires in the open in residential and non-residential areas is currently managed through Council Fire Prevention Officers within the Field Services Division.

After Hours Services

The City of Salisbury provides after-hours inspectorate services during the week and on weekends. A staff roster system is used for the after-hours service and there is a designated weekend inspector. After hours call-outs predominately relate to reports of 'dogs wandering at large' and any urgent parking matters and environmental burning incidents. Council's approach to responding to reports balance considerations for customer service levels, peak activity times (over summer and during community events) and Inspector safety.

12

The following after-hours resourcing is currently allocated (as endorsed by Council following a limited Program Review of after-hours inspectorate services in 2014):

- After hours inspector (6 inspectors rostered 1 week in 6)

  Monday to Friday:
    - 5.00pm to 7.30pm staff are available in the field.
    - 7.30pm to 8.30 am staff are available on an on-call basis for urgent tasks and emergencies as per the after-hours agreement.

  Saturday to Sunday:
    - 5.00pm to 8.30am staff are available on an on-call basis for urgent tasks and emergencies as per the after-hours agreement.

- Weekend general inspector

  Saturday to Sunday:
    - 8.30 to 5.00pm staff are available for full duties in the field.

The Team Leader provides support and advice as required.

3.4 Division Budget 2016-17

The Team's overall net cost of service is $114,510, taking into account expenses as well as revenue. Table 6 below summarises the Team's 2016-17 budget by high-level functional segments as at April 2017.

Table 6 – Division's 2016/17 Budget by Function

Functional Segment	Revenue	Expenses	Net Cost of Service
Dog Control	(1,125,700)	1,107,250	(18,450)
Cat Management	0	7,500	7,500
Inspectorial Services	(312,700)	438,160	125,460
TOTAL	(1,438,400)	1,552,910	114,510

The Team's revenue budget consists of dog management and parking compliance activities. Dog control activities dominate revenue activities consisting of licensing activities (dog registration income - $850k), prosecutions (fines enforcement and recovery income from unpaid expiations and any court payments ($135k) and expiations ($85) respectively). These activities equate to a total $1.07m or 95% of total dog control budget revenue.

Other inspectorate services predominantly consist of vehicle parking compliance activities. Revenue from these activities consists mainly of fines ($233k) and prosecutions (fines enforcement and recovery income from unpaid expiations and any court payments - $70k).

Expenses consist of all operational activities underpinning service delivery as well as internal charges that are applied to all front-line services for corporate costs incurred organisationally. Total expenses equate to $1.55m with actual operational budget consisting of $1.171m and corporate overhead charges totalling $382k.

Given the remit for delivering compliance activities is principally tied to services by Council Officers, wages and salaries, including on-costs, dominate the operational

13

expenses budget ($953k) across all divisional functions.

Ongoing contracted services ($115k) are used for delivering animal relocation services ($55k), pound cleaning ($40k) as well as other minor costs for GPS staff monitoring for job tasking and staff security, and dog impounding services.

Other specific costs relate to statutory dog advisory committee fees ($166k), as required under the *Dog and Cat Management Act 1995*.

Net Cost of Services

Divisional net costs equate to $114k given total revenue of $1.438m predominantly offsets total expenditure of $1.552m. Figure 3 outlines the functional net cost of service estimated for the current financial year.

Figure 3 – Inspectorate Services Division Budget 2016/17

The Inspectorate Services Team is expected to operate at a net cost of service of $125k for the 2016/17 financial year. Cat management functions relating to the impounding charges of trapped cats delivered to the contracted shelter agency are relatively minor yet incur expenditure of $7.5k against no offsetting revenue. Cat management function expenditure for 2017/18 is increasing to $20K as a result of costs associated with cat impounding charges. Compulsory microchipping and desexing requirements under the *Dog and Cat Management Act 2005* as of 1 July 2018, is anticipated to have the following impacts: the number of cats being trapped reducing; increased opportunities to return cats to owners; and improving the accountability of owners for the actions of their pets. Any cats being reclaimed will also be required to be microchipped and desexed eventually leading to a decline in unwanted litters and stray cats being trapped and subsequently a reduction in costs.

14

Dog control functions are expected to achieve a very minor net surplus of $18k, effectively operating on a cost neutral basis, which contributes to the expected Inspectorate Services Team net cost of $114k.

Further analysis of the IS Division budget accompanying broader financial performance is provided in the external benchmarking section of the Report.

15

4.   Program Review – Internal Staff Consultation

Consultation with City of Salisbury staff (both within the Team and across the organisation), provided an opportunity to explore the current strengths, weaknesses, opportunities and threats to functional areas. Strategic opportunities as well as functional process improvements were explored in consultation with the consultancy team.

There is a diverse skill set within the Team to address compliance functions through education, mediation and enforcement approaches. Team members are supported through a designated staff member in the City Development Administration team, with effective working knowledge of the Team's activities.

Strategic themes, noted from the internal consultation and review of relevant Council research reports, are detailed in the following sections.

Consolidating Compliance Duties within Council

The Team specialises in achieving compliance outcomes through educative, community engagement, mediation and enforcement approaches. The review highlighted opportunities for further consolidation of compliance related functions within Council, to reflect existing skills and capacity within the organisation.

Currently the Field Services Division 'Parks and Landscape Team' manage compliance in relation to inflammable growth under the *Fire and Emergency Services Act 2005*. This is essentially a compliance related activity requiring inspectoral skills and assessment approaches. It is commonly placed within the Inspectorate team at other Councils within South Australia. There is opportunity for integration of this function within Inspectorate Services to be investigated. It is considered that this would promote a consistent approach to compliance education, assessment and enforcement within Council, and enable skills sharing and support across staff.

Embedding an Economic Development Culture

The Team undertakes various activities, which interface with the business sector within the City of Salisbury, such as:

- Parking and traffic management (which impacts on business establishment costs and customer access).
- Footpath trading permit approvals for outdoor dining activities.
- Ongoing compliance assessment promoting City safety and amenity.

Inspectorate Services management and staff are aware of Council's commitment to 'stimulate and support local business growth' and the need for this to be considered across all Council policies and functions.

This is supportive of Council's City Plan key direction 'the Prosperous City' and critical actions including:

- Encourage new business start-ups and improve the growth aspirations, management capability and leadership of existing business owners.
- Ensure Council's regulations and procurement activities support local economic growth where possible.

16

The IS Team adopts a 'risk based' approach to enforcement and regularly benchmarks fees and charges levied on business operators. Consultation with representatives of Economic Development and Urban Policy Division highlighted opportunity for further education of Council staff on local economic development strategies and considerations for interfacing with the business sector. Opportunities to improve business customer service were also noted, e.g. footpath trading assessment (highlighted under function issues and opportunities). This is under the broader umbrella of Council's agenda to improve interactions with and services to business.

As General Inspectors regularly interface with business operators and residents, the Economic Development and Urban Policy Division acknowledged the importance of engaging with the Team on relevant policy decisions.

Addressing New Legislation and Policy Reforms

The Team is facing numerous operational changes in response to the introduction of new and updated legislation in South Australia. The *Local Nuisance and Litter Control Act 2016*, which places an obligation on Council to deal with local nuisance and litter complaints, comes into full implementation in July 2017.

The Team has already commenced the investigation of litter complaints under the Act (in February 2017). A procedure has been drafted to identify the City of Salisbury's approach to administering various sections of the legislation. The procedure proposes primary responsibility for the General Inspectorate to undertake the initial investigation (first stage response) for the majority of nuisance types relating to domestic smoke, animals, noise and vibration, graffiti and rubbish. The complaint volume and impact under the new Act, in particular with new responsibilities on Councils such as noise control, requires monitoring. Additional complaint volume to existing operations will impact on the overall resourcing and service capacity of the team.

Customer Service and Education

The Program Review incorporated consultation with representatives of the Development Services Administration Team and the Customer Service Team on the Inspectorate Services Team standards and approach towards customer service. Internal feedback suggests that the team is responsive to the customer service staff and queries from external customers.

Staff highlighted the potential to update community education materials for frontline customer education and awareness on topics such as animal ownership, parking controls, footpath trading and nuisance management. It was considered that Council social media platforms, as well as community stakeholder platforms, could be more effectively utilised to educate the community on city safety requirements. For example, facebook pages of local dog clubs could be used to promote dog registration requirements and tips for responsible animal ownership. There is opportunity to improve the positive engagement of the community in city safety and compliance requirements. Advice and support from a marketing and communications specialist/or Council staff member would be advantageous in assessing the communications and marketing opportunities.

17

Mobile Inspection Processes and Leveraging Technology

During this review period, mobile inspection technology was implemented in the Team and is being utilised on smart phones for the purposes of undertaking inspections and customer requests.

There is opportunity to expand and improve the use of this technology with the availability of tablets and or mobile computers further improving efficiencies and assisting to reduce work-flow and administration duplications.

Task Planning, Capacity and Flexibility

The roles and functions undertaken by the Team are very labour intensive and require a combination of significant field based activities responding to customer requests and undertaking of enforcement activities, and desk top reporting and documentation. This type of work means that any changes to resource levels through staff shortages or staff movements can impact on the Team's workload and capacity to deliver services as estimated in Team's Business Plan, in particular routine scheduled work and key projects (such as the guard dog register), with priority given to customer requests from the community. It should be noted that at the time of the review staff shortages were being experienced (the absence of 1 FTE position and a traineeship role).

There is the potential for the introduction of further multi-skilling (where appropriate) and task allocation across team members to allow for flexible workforce planning across the Team (e.g. expanding the capacity of the dog registration team from 1.62 to 2 FTE capacity to include other duties and key projects such as the guard dog register and community engagement initiatives). This may address capacity and skills shortages in periods of unplanned resource shortage and improve overall capacity, especially at a time where legislative changes such as the *Local Nuisance and Litter Control Act 2016* may have resource implications. Any potential increase in resourcing will need to be supported by a detailed business case and it is recommended that this be undertaken following the full operation of the Local Nuisance and Litter Control Act for six months after 1 July 2017, so that the operational impact of the legislation can be determined and factored in to the business case.

Enterprise Bargaining agreements are a crucial element to managing Team functions and staff activities, including the 'Local Area Work Agreement' to 'Vary Hours for General Inspectors'. Such agreements are a critical factor in enabling flexibility in workforce planning for the delivery of efficient, effective and customer focussed services. It's noted that the current agreement is based on the recommendations of the afterhours service level review undertaken in 2014.

Function Related Issues and Opportunities

Internal staff consultation revealed a range of issues and opportunities for specific functions and activities across animal management, parking and traffic control and other general inspectorate tasks.

18

Animal Management

Dog registration is a significant activity within the City, with 24,769 dogs registered in 2015/16. Dog registration assessments are undertaken in target suburbs each year to monitor compliance with the registration requirements of the *Dog and Cat Management Act 1995.* The assessment activities operate on a negative net cost basis (as detailed in Section 3.3).

Dog registration fees need to consider costs to residents and the broader community. Following a recent review, dog registration fees are about to increase next financial year to $65 from $62.50[3]. Achieving compliance with registration is a challenge for the Team with 2774 expiations issued in 2015/16. A significant percentage of these (approximately 43%), proceed to second stage expiations. A percentage are then referred to Fines Enforcement and Recovery Unit for follow up action for unpaid fines.

Balancing the social implications of registration and expiation costs against safe animal management requirements is a continual challenge for the Team. Opportunities for new and innovative approaches to promote community awareness and access to dog registration were highlighted, such as promotion in local shopping centres. Incentives for rewarding residents who register their dogs early were also suggested.

Council currently uses its own Dog Pound Facility located at Research Road Pooraka. Staff highlighted the potential to utilise Animal Welfare League (AWL) Pound Facilities at their Elizabeth North Facility. A separate meeting was held with AWL representatives (on the 31st of March 2017) to obtain information on their proposed upgrades to the Wingfield site and their pound capacity at Elizabeth North. An alternate depot site could allow for other uses at Council's current Research Road facility. However, a range of factors need to be considered in assessing preferred pound facilities such as: customer accessibility and convenience, accessibility after hours, staff safety and security (particularly after hours), capacity and contractual costs to Council.

Council's approach and service levels with after-hours lost dog investigations was of interest in the review, due to the resourcing requirements this imposes on the Division and staff safety considerations. Approaches were compared with other Councils as part of the benchmarking analysis.

Parking and Traffic Control

The recent review into parking management at Mawson Lakes and Ingle Farm highlighted various opportunities to improve customer safety, improve trader and customer access to parking and effective compliance monitoring in key locations. The Inspectorate Services Team should be engaged in the review of parking zones and times to improve access in these precincts. Leveraging technology such as remote monitoring and app-based way-finding (for users) provides opportunities for service efficiencies within the IS Team. Technology was explored as part of the benchmarking survey (Section 5).

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[3] City of Salisbury Resources and Governance Committee Report 20th February 2017 – Dog Registration Fees 2017-18.

19

Footpath Trading and Hoarding Permits

Inspectorate Services manage the overall footpath trading assessment process for businesses seeking to undertake outdoor trading. The enforcement of Council's Footpath Trading Policy is crucial for pedestrian and overall City safety, yet equally, an efficient assessment process for business applicants is important for driving Council's business growth agenda. Applications requiring fixed footpath structures, incur varying fees and are referred to the Property and Buildings Division within Council. It was highlighted that this can at times cause confusion for applicants and costs for fixed structures can be perceived to be prohibitive for businesses. There is the potential to improve the assessment process to provide a 'one stop shop' to business customers in their interface with Council and to further integrate the service with Council's economic development and place-making support roles. Customer consultation and feedback on the process should also be sought to identify service improvements.

20

5.   Program Review – External Benchmarking

Healthy Environs and Skopion undertook an external benchmarking program to Council's IS Team service approaches against a selection of three other South Australian metropolitan Councils. Given the sensitivity of service information that was requested and provided by these Councils, their identification has been withheld. For the purpose of making comparative analysis to the City of Salisbury's IS service activities the Councils are referred to as Councils A, B and C.

Benchmarking survey questions covered both quantitative and qualitative performance information. Survey components incorporated questions related to: total budget and labour resourcing employed to perform activities; service approaches and leveraging technology to streamline compliance; and the service delivery model types utilised for inspectorate activities.

5.1   Council Recruitment and Survey

The primary tool by which participating Councils provided service information was through a short questionnaire consisting of fifteen (15) questions (Appendix A). To maintain the integrity of comparative analysis and conclusions, the survey was also completed by the City of Salisbury IS Team.

Key external stakeholders were formally approached and advised of the benchmarking consultation process. Essentially this consisted of;

- A written request inviting participation in the City of Salisbury review as a benchmarking partner.
- Confirmation of acceptance with key contacts accompanying a copy of survey template.
- Agreed timelines and instructions for completion;
- Confirmation of the completed returned survey.

If agreed with benchmarking partners, post survey completion meetings were undertaken to obtain further information on specific service activities.

The completed surveys provided a comprehensive information database by which analysis has been performed for comparative purposes, elaborated upon in the following Sections.

5.2   Quantitative Performance Benchmarking

Headline quantitative benchmarking focused on the inspectorate service current financial year expenditure, team structures (incorporating full-time equivalent (FTE) count), total organisational budgets as well as the quantum of compliance notices issued for the last financial year (2015/16). Information on statutory dog and cat management returns was also provided.

High-level benchmarking (Table 7) outlines the City of Salisbury's position in terms of resources directed to complete compliance activities according to its service delivery remit, as compared to benchmarking participants.

21

Table 7 – Budget and Resource Benchmarks

Headline Quantitative Benchmarks	Salisbury	Council A	Council B	Council C
IS Operational Expenditure Budget ($m)	1.56	2.22	2.51	2.87
IS Net Cost of Service ($m)	0.12	0.14	0.07	1.42
IS Net Cost of Service ($) to Population Ratio	0.89	0.80	0.63	11.31
IS Operational FTE Count	10.6	21.2	18.0	14.0
IS Operational Exp Budget to Council Budget Ratio	1.4%	1.2%	2.2%	2.5%
IS Operational FTE to Council FTE	2.6%	3.1%	3.9%	3.2%
IS Parking Expiation Revenue ($m)	0.32	0.31	1.45	0.37

Council's overall operational expenditure budget is lower than all benchmarking partners. Benchmarking partner expenditure budgets range from $2.2m to $2.9m, whereas Salisbury's total expenditure budget is $1.6m.

All benchmarking partners and the City of Salisbury's inspectorate service resource allocations are minor within their respective overall organisational budgets, as illustrated by the chart outlines below. Council's IS budget represents 1.4% of the total Council operational budget.

It was also evident parking revenue outcomes are influenced by specific urban environment characteristics and land use activities, such as business and retail precincts and community venues within each Council.

Figure 4 – Comparative Inspectorate Services Budgets

Salisbury IS Division vs Benchmarking Partners
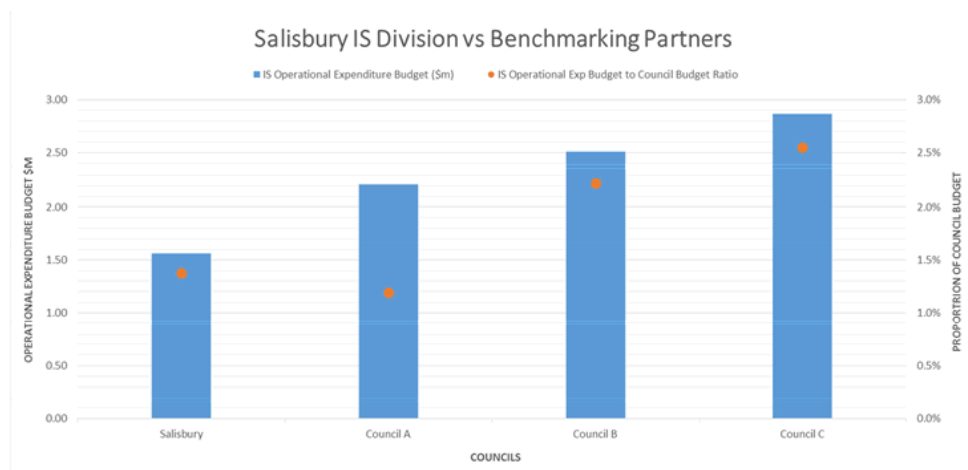
Council A has the lowest ratio at 1.2%, whereas Council B and Council C have ratios of 2.2% and 2.5% respectively. Effectively this shows Council C allocates close to double the resources Salisbury dedicates to inspectorate resources, as a proportion of overall Council operational budget. Council C has indicated it is currently progressing structural changes that are evolving the delivery of inspectorate services. Therefore, this result is potentially changeable as those changes are implemented.

Another important measure of underlying costs is the Net Cost of Service (NCoS) indicator, which is the residual costs of providing services to the community after self-funding compliance revenue offsets gross expenditure. This indicator effectively shows the residual cost to ratepayers that is incurred after revenue from compliance activities is taken into account.

22

All Councils except Council C have recorded NCoS results of between $0.07m and $0.14m, including Salisbury of $0.12m. Council C indicated its NCoS result ($1.42m) will fluctuate significantly given its current structural fluidity.

5.3 Labour Resource Profiling

Analysis of compliance activities performed by inspectorate service teams was completed. Fundamentally compliance activities are directly related to statutory and regulatory frameworks predominantly for animal management and parking control.

The City of Salisbury and benchmarking partner Councils use internal labour resources to perform the vast majority of their services to the community. There are some exceptions to this, in particular outsourcing after hours monitoring and compliance activities at appropriate times throughout the week and on weekends.

Table 7 shows the City of Salisbury labour resourcing profile at 10.6 full-time equivalents (FTE) for the current financial year. Benchmarking partners have indicated FTE counts between 14.0 and 21.2 FTE. Direct comparisons between individual Council FTE profiles require some qualifications, the primary caveat being all Councils have indicated an element of outsourcing performed by external contractors, but not for the same services and not to exactly the same parameters and service levels. Councils also have varying resources assigned to after-hours service provision, as highlighted in Table 9.

A further qualification to observe is that some Councils have indicated a significant focus on specific compliance areas, such as parking control and fire prevention, which other Councils may not service these areas to the same levels. Therefore FTE counts can vary from Council to Council. High level FTE analysis has been carried out and is presented in Figure 5 below.

Figure 5 – Full Time Equivalent Employees (FTEs) across Inspectorate Service Teams
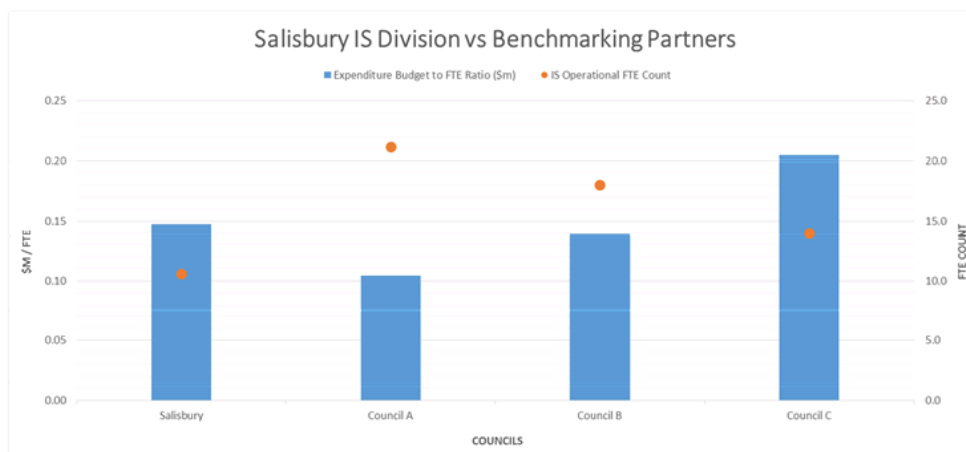
Further analysis of the relationship between labour resourcing profiles to IS operational expenditure budgets reveals the City of Salisbury has a ratio of $147k per FTE employed. Council A recorded the lowest comparative ratio of $105k per FTE, whilst Council C recorded a result of $205k per FTE employed. Council B was extremely comparable with the City of Salisbury being $140k per FTE.

23

Table 7 shows internal inspectorate service labour resources employed as a proportion of total organisational FTE. The City of Salisbury compares favourably to all other benchmarking partners with a ratio of 2.6%. Equivalent benchmarking partner outcomes range from 3.1% to 3.9%.

Whilst these results provide an insight into the service delivery platforms adopted by Councils, it is imprudent to suggest one particular Council's IS function is more efficient or effective than another based on these outcomes. However, they do provide an insight as to internal labour resourcing dedicated to servicing inspectorate service activities and provide a pathway for more in-depth analysis of how Councils fund and support differing service levels for particular compliance activities.

Revenues Derived from Compliance Activity

Specific analysis has been performed on the predominant service activities undertaken in each Council's IS functions, namely animal management and traffic control or vehicle parking.

Excluding Council C, all Councils including the City of Salisbury operate at marginal cost neutral levels. The predominance of services and activities directly related to revenue raising activities is evident in the financial performance of all Councils.

It was also observed through the benchmarking analysis that where possible, Councils endeavour to return IS derived revenue specifically to IS compliance activities, education and technology with the aim of delivering more efficient and effective services to the community.

Figure 6 indicates the level of expected revenue derived from compliance activities for the current financial year, split by the two primary activities discussed above and revenues from other bundled activities specific to functional activities.

Figure 6 – Expected Revenue Derived from Compliance Activities
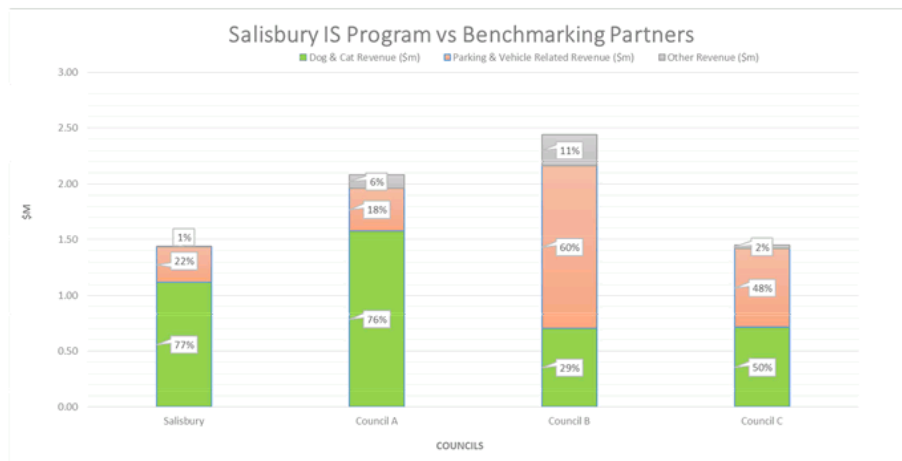
Revenue profiling reveals parking and vehicle management activities are almost the same for the City of Salisbury and Council A being 22% and 18% of total inspectorate compliance revenue respectively. Council A mirrors Salisbury in its proportion of animal management revenue to its total revenue budget and other expected revenue.

24

Council B reverses the profiling similarity evident between Salisbury and Council A. Its proportion of parking and vehicle management revenue is far more significant, equating to 60% of all revenue activities or $1.45m. This suggests Council B has a greater level of activity in parking control, relative to other compliance activities, than other benchmarking partners.

The weighting between animal management and parking and vehicle compliance activities is nearly identical for Council C, equating to $715k and $705k respectively.

5.4   Parking Expiation Activity

To provide an insight into the depth of compliance expiation activity undertaken by the City of Salisbury, comparative information was sought and received from benchmarking partners. Specifically, each Council provided the amount of revenue derived by issued expiation notices for the 2015-16 financial year, including fines recovered by the State's Fines Enforcement and Recovery Unit (FERU), administered in the Attorney's General office.

Whilst benchmarking Councils provided a revenue figure, Council C did not provide the quantum of notices issued. Table 8 expresses the results along with equivalent information for the City of Salisbury.

Total parking expiation notices varied significantly across all Councils. Council C did not provide the actual quantum issued, however Council A issued approximately 2.5k whilst Council B issued close to 20k last financial year. The City of Salisbury issued just over 4.2k for the same period. Revenue derivation between all Councils trended the same for Salisbury and Councils A and C. However, Council B revenue, as compared to other Councils including Salisbury, was significantly higher at $1.45m.

Comparative results for revenue derived from issued notices directly reflected the amount of notices issued. Further analysis of the revenue and quantum of notices issued resulted in a revenue per notice issue benchmark indication for all Councils except for Council C (Table 8).

Table 8 – Revenue per Expiation Issued

Headline Quantitative Benchmarks	Salisbury	Council A	Council B	Council C
Parking Expiation Revenue per Notice ($)	73.92	125.59	72.53	N/A

Whilst Council B issued the most notices by at least a magnitude of five (5) to all other Councils that provided this information, it has recorded a revenue per notice result very similar to the City of Salisbury, both approximately at $73 per expiation notice. Council A raised a similar amount of revenue as compared to Salisbury, however it did this by issuing approximately 1,700 less notices, explaining its revenue per notice result of approximately $126 per notice. This could be explained by Council A expiating and recovering fees with a comparatively larger proportion of high value fees, including late payment penalty fees than other Councils. The scope of the benchmarking review excluded parking fee revenue analysis by road and traffic fee expiation types, however this may be considered an option for the City of Salisbury to explore in the future.

25

5.5   Animal Management Activity – Registrations

Quantitative information for the primary animal management compliance activity undertaken by Councils was sought by benchmarking partners.

Total dog registration information and revenue raised from registrations was sought from the statutory annual returns that Councils are required to submit under the *Dog and Cat Management Act 1995*. Figure 7 outlines the total dog registrations, and the revenue per registration achieved by all Council's for the 2015-16 financial year.

Figure 7 – Dog Registrations and Revenue
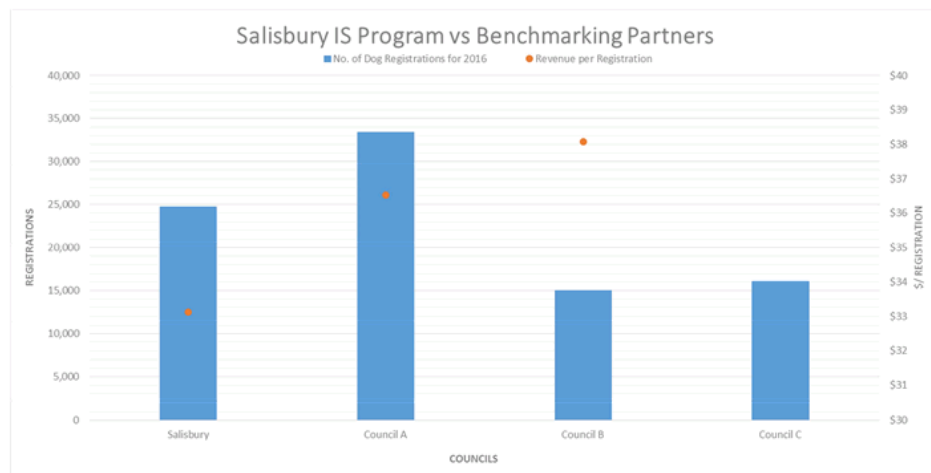
The City of Salisbury had 24,759 dog registrations for the 2015-16 financial year, which ranked as the second highest when compared to benchmarking partners. Council A recorded over 33,300 total registrations, the largest of the benchmarking partners, with Council B and C being comparatively similar recording 15,025 and 16,080 respectively.

Analysis of revenue derived by dog registrations over the same time period reveals all Councils fall within a relatively narrow bandwidth. Whilst the City of Salisbury has the least revenue per registration at approximately $33 per registration (compared to Council A $37 per registration and Council B $38 per registration).

Council C did not provide information specific to dog registration revenue for benchmarking purposes and has subsequently been excluded from the analysis.

The analysis indicates the City of Salisbury is in line with its peers concerning dog registration revenue.

5.6   Approaches to Service Delivery - Qualitative Feedback

Analysis of benchmarking partner responses also incorporated qualitative feedback sought and received in the controlled questionnaire, and in some cases, in direct consultation with partners.

Analysis focused on critical performance areas which were pre-emptively identified by the City of Salisbury as compliance activities requiring comparative information to assist in the service review.

26

Primary Service Delivery Model

All benchmarking Councils deliver inspectorate services and supporting activities through the provision of internally managed resources. This is in line with the City of Salisbury operating model where it provides the vast majority of its services through internal resourcing and management.

The area of service model variation centres on after-hours compliance monitoring for animal management and parking and traffic control services.

Figure 8 below outlines benchmarking partner service delivery models and the differences in after-hours service delivery.

Figure 8 – Benchmarking Partner Service Delivery Models
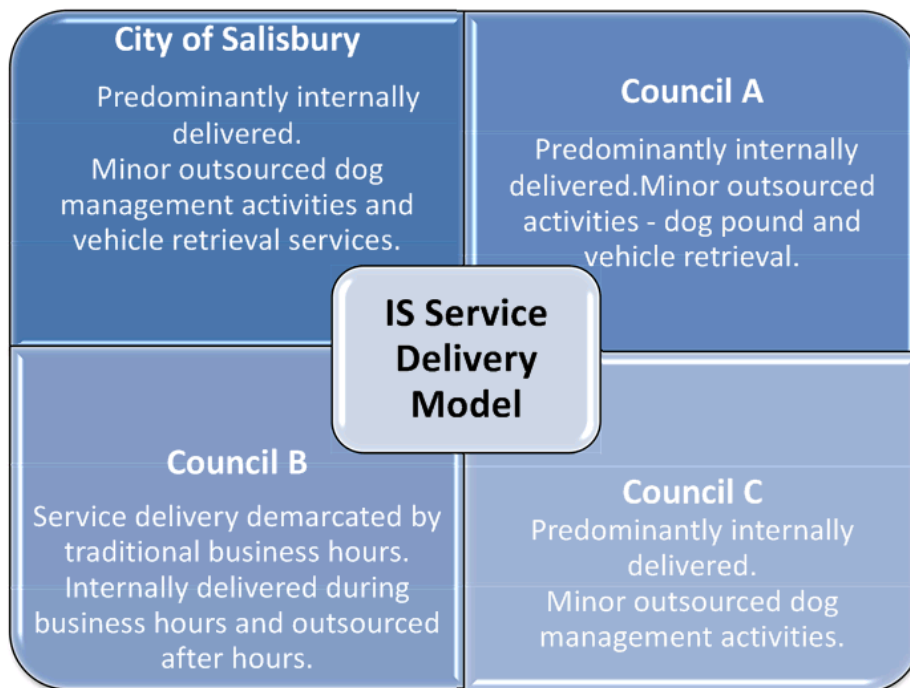
As depicted in Figure 8, the City of Salisbury delivery model and the services outsourced to external contractors appears closely aligned to Councils A and C's service delivery model. The vast majority of services are delivered through internal resources, with minor animal management activities in emergency situations outsourced to external contractors.

Council B opts to outsource some legislative compliance functions comparative to other benchmarking partners.

Council A has the largest team as compared to all other Councils and also recorded the lowest budget per FTE outcome as previously discussed at $105k per FTE. Whilst not definitive this does indicate Council A's labour force constitute a significant proportion of its total IS expenditure budget.

27

Varying Scope of Services Delivered

It is evident the scope of activities managed by Council A, under the management of inspectorate services, is greater than those indicated by other benchmarking partners and the City of Salisbury.

Council B appears to outsource more services to external service providers and to a greater level of activity than all other Councils. It specifically outsources some traditional Community Safety Officer (CSO) duties fully to external providers for monitoring compliance activities after-hours. This includes parking and vehicle management, animal management and other compliance activities such as outdoor dining compliance issues predominantly taking place at nights and on weekends.

After Hours Service Delivery

All benchmarking partners provide after hours support and an emergency after hours phone service beyond allocated resource hours. The actual hours of staffed after hours support during the week and on weekends slightly varies between Councils. Whilst Council B currently provides weekday after-hours support to 12pm, it is currently undertaking a review of after-hours coverage.

Councils A and C use an internal resourcing method to deliver after-hours support but Council B outsources to a contractor. The contractor engaged by Council B generates a significant proportion of their parking infringement revenue after hours. However, it should be noted that there are various high demand areas monitored within Council B. Contractor staff also perform other general inspectorate duties during non-peak periods, such as overdue dog registration follow-ups. Council C has recently increased their number of general inspectors and is predicting an increase in revenue due through higher levels of policing in high demand areas.

It should be noted that the City of Salisbury's after-hours service delivery model for Inspectorate Services was reviewed relatively recently, through a limited Program Review of after hours Inspectorate Services undertaken in 2014 and approved by Council.

28

Table 9 – After Hours Service Summary

Benchmark Council	After Hours – Resource in Field	After Hours - Emergency/On-Call	Service Provider
City of Salisbury			
Mon-Fri	5pm to 7.30pm	7.30pm to 8.30am – staff on-call	Insourced – Rostered staff. Dedicated Weekend Officer
Sat - Sun	8.30 – 5.00pm	5.00pm to 8.30am – staff on-call	
Council A			
Mon-Fri	5.00pm to 8.00pm	8.00pm to 7.00am – emergency number (no ranger service)	Insourced
Sat - Sun	8.00am to 7.00pm	7.00pm to 8.00am – emergency number (no ranger service)	
Council B			
Mon-Fri	5.00pm to 12.00pm	12.00pm to 7.00am – after hours number	Outsourced *(note insourced weekdays 7am to 5.30pm)*
Sat-Sun	8.00am to 12.00om (Sat) 8.00am to 9.00pm (Sun)	12.00pm to 8.00am – after hours number	
Council C	.		
Mon-Fri	5.00pm to 10.00pm	10.00pm to 7.00am – after hours number, attend to emergencies	Insourced *Note: customer call service outsourced 10pm to 7am*
Sat-Sun	7.00am to 10.00pm	10.00pm to 7.00am – after hours number, attend to emergencies	

Leveraging Technology

All benchmarking partners indicated the adoption of technology platforms well recognised in the local government sector to streamline the issuing of expiation notices, monitor Officer safety and well-being and minimise administrative processing.

The majority of Councils including the City of Salisbury indicated that remote handheld applications such as PinForce have been incorporated into their compliance activities to provide more efficient and effective delivery of;

- Expiation and Permit issuing.   (note: expiations only at Salisbury)

29

- Provision of image capture to improve expiation evidence.
- Remote upload of information to property and customer request databases.
- Post-expiation escalation management and processing.
- Remote access to compliance activity databases for 'live' actioning of enforcement.

Some Councils indicate a propensity to adopt advanced large-scale intelligent infrastructure to further assist in the management of compliance activities. This is evident in parking compliance activities where sensors are embedded into the pavement at parking bays that primarily monitor the amount of time a vehicle has been occupying the bay. Consultation with key stakeholders that have implemented this technology has revealed both direct and indirect benefits from adopting this advanced technology at high-demand parking 'hot-spots' within their Council precincts. Such technology has also resulted in strategic economic development benefits within the high demand business precincts.

Anecdotal evidence suggests business owners are noticing more compliance and resultant parking bay availability than was previously the case prior to sensors being installed, which has in turn changed the behaviour of vehicle users in the area. This has alleviated a trend where vehicle users would run the risk of non-compliance given bays were manually monitored by Officers on an intermittent basis previously, due to finite resources being available for compliance monitoring across the whole Council precinct.

Another benefit of this technology is that it allows adopting Councils to more effectively target compliance areas for monitoring, given the amount of time to manually monitor 'hot-spots' decreases significantly.

Staff Safety and Wellbeing

Anecdotal feedback from benchmarking partners also suggests adoption of civic compliance technology significantly reduces incidents of Council staff being confronted with disgruntled or aggressive members of the community. Technological platforms that allow point-to-point automation of compliance activity promote the health and wellbeing of staff and reduces the reliance on manual inspection and intervention with community members that confront staff in the field. However, this needs to be considered against the benefits of the presence of inspectors in the community, such as on-ground education.

Benchmarking partners have also indicated specific staff duress and wellbeing technology is currently being utilised to ensure staff safety is maintained when carrying out identified high risk activities.

The trend of technological adoption by Councils to increase the effectiveness of their compliance services and decrease the administrative burden on frontline operations is a constant amongst all benchmarking partners. All have indicated they are openly seeking opportunities to further leverage technology to reduce costs and improve compliance service delivery whilst also increasing the safety and wellbeing of their workforce.

One Council had committed to an electronic location (Geographic positioning system), welfare checking and duress system for staff working in the field, to support Officer safety. The City of Salisbury has a GPS tracking system in place to support staff safety and task planning. There is the potential to further support Officer safety and welfare checking through app technology.

30

6.   Alternative Service Delivery Options

The results of the benchmarking analysis highlight the following inspectorate service delivery model options for Council:

1. Internal resourcing of inspectorate services through Council employees.
2. Complete outsourcing of inspectorate services to an external contractor.
3. Partial outsourcing of inspectorate services for certain functions or service hours.
4. Regional service collaboration with neighbouring or nearby Councils.

Currently the City of Salisbury, undertakes all legislative inspectorate service functions internally, with only minor supportive functions outsourced. Given the size and scale of Council's service requirements maintaining internal compliance assessment and enforcement skills and knowledge is advantageous. Managing service activity in accordance with the broad range of relevant Council policies and promoting consistency in enforcement in accordance with Council's Enforcement Policy, are key objectives of the Team.

Complete outsourcing of inspectorate service functions is not common and was not adopted by any of the benchmark partner Councils. However, outsourcing of certain functions was adopted by three of the benchmark Councils, with one Council outsourcing all after-hours services. Risk management, cost control and consistency in adherence to Council enforcement requirements are fundamental as part of an outsourced model. Effective key performance measures and procedures enables performance and risks associated with outsourced functions to be more effectively managed, as appeared to be evident with one of the benchmark Councils after-hours inspectorate service resourcing model.

The benchmarking identified that the four Councils have varying degrees of service offerings for their after-hours services and prioritise activities that are relevant to their communities and operational needs. What is critical for any consideration for outsourcing these functions is to identify the service level requirements and expectations of the community.

The model endorsed by the City of Salisbury in a review in 2014 identified specific service level requirements that were implemented and endorsed to be delivered by staff. Any changes to service delivery methods for after-hours should ensure service levels are the primary focus, including customer service standards, consistency in enforcement and effective communication approaches with ratepayers.

There is the potential to have a regional approach to service contracts with other neighbouring or nearby Councils. One key area of opportunity is the potential use of the Animal Welfare League's Elizabeth North dog pound and shelter facility currently utilised by the City of Playford. A complete cost review of internal asset maintenance and operations costs in comparison with the use of this facility is recommended.

A regional approach to litter prevention, surveillance and enforcement under the *Local Nuisance and Litter Control Act 2016* could also be explored with neighbouring Councils to provide a regional campaign for litter prevention and awareness amongst the community.

31

7.   Program Review Recommendations

Recommendations for Inspectorate Services delivery at the City of Salisbury are detailed based on the analysis of performance data, internal and external stakeholder consultation and external service benchmarking.

The benchmarking highlights that overall the City of Salisbury operates an efficient inspectorate service delivery model comparative to benchmark Councils (recognising that the scope of activity varies slightly between Councils).

Research and service comparison highlighted opportunities for innovative service approaches to achieving compliance through effective community education and marketing on legislative requirements.

Leveraging technology for parking control offers opportunity to improve compliance, service efficiencies and cost saving or revenue generation to re-invest in community education. Technology opportunities include the use of e-smart sensors and camera enforcement systems for priority parking zones. This also has the added benefit of promoting inspector safety and streamlining administrative and reporting processes.

The internal consultation and external comparisons highlighted opportunities for boosting community engagement and educative approaches to achieving compliance. This is particularly important where the cost of achieving compliance through current mechanisms is comparatively high and there is a large proportion of expiation costs unrecovered. There is a high percentage of dog and cat owners within the community and therefore Council can use pet ownership as an opportunity to positively engage and connect with residents. The Team supports an educational approach towards achieving compliance where appropriate, based on Council's Enforcement Policy. The review highlighted the opportunity for community education to be strengthened through effective print and online media and further professional development.

Recommendations are detailed in Table 10 under the following categories:

- Service Model and Process Improvements
- Division Scope and Interface within Council
- Service Policy Directions and Customer Standards
- Stakeholder Partnerships – with other Councils and key agencies

Recommendations are provided for the Team as well as for the functional areas of animal management, parking and traffic control and nuisance and environmental protection.

32

Table 10 – Inspectorate Service Program Review Recommendations

Service Area	Service Delivery Improvement Category				Recommendations
	Service Model Improvements	Team Scope	Service Policy and Customer Standards	Stakeholder Partnerships	
Whole Division					
		X			Investigate the transfer of compliance activity under the Fire and Emergency Services Act to the Inspectorate Team, to promote a consolidated skill-set and team for compliance services within Council.
			X		Support staff development in community engagement, customer service and awareness of Council's economic development objectives and policies.
	X		X		Develop a Community Engagement, Education and Marketing Strategy to support city compliance. Explore options for improved print and online media engagement.
	X				Continue to promote the use of mobile inspection technology for inspectorate duties to reduce work-flow duplication, maximise inspection follow-up efficiencies and promote efficient administration.
	X				Review customer service, marketing and communications approaches for after hours services to promote remote telephone communications and social media support methods (such as reuniting lost dogs with owners), enabling staff call-outs to primarily focus on urgent matters.

33

Service Area	Service Delivery Improvement Category				Recommendations
	Service Model Improvements	Team Scope	Service Policy and Customer Standards	Stakeholder Partnerships	
		x			Develop a business case to increase the dog registration assessment team resourcing from 1.62 to 2 FTE to support further animal management education, key projects and other priorities within the IS Team. This may address capacity and skills shortages in periods of unplanned resource shortage and improve overall capacity, especially at a time where legislative changes such as the *Local Nuisance and Litter Control Act 2016* may have resource implications.
	X				Investigate app technology for staff welfare monitoring, to be used in conjunction with the current GPS tracking system, to support Officer safety.
Animal Management	X				Review approaches to dog registration and animal ownership education as part of the development of an overall Team Community Engagement, Education and Marketing Strategy.
	X			X	Investigate the costs, benefits and risks of utilising the Elizabeth North AWL dog pound facility, comparative to Council's current dog pound. A range of factors need to be considered such as: accessibility after hours, staff safety and security (particularly after hours), customer convenience, capacity, and contractual costs to Council.
Parking and Traffic Control	X				Investigate options to leverage parking sensor technology for surveillance in priority Council zones, including remote monitoring of parking controls (e-smart sensors and camera enforcement systems) and electronic and app-based wayfinding information for users.
	X		X		Implement the recommendations of the Salisbury, Mawson Lakes and Ingle Farm Car Parking Review. As minuted by the Policy and Planning Committee on the 18th April 2017.

34

Service Area	Service Delivery Improvement Category				Recommendations
	Service Model Improvements	Team Scope	Service Policy and Customer Standards	Stakeholder Partnerships	
	X				Undertake a customer service and process mapping review of the footpath trading assessment process to identify opportunities for a streamlined 'one-stop shop' customer service approach and promote integrated economic development support for local business.
Nuisance and Environmental Management		X			Review the volume of customer requests in relation to local nuisance and the impact on current staff resourcing and inspectorate service capacity.
				X	Explore the potential for regional litter surveillance and compliance monitoring with neighbouring Councils.

35

Appendix A – Controlled Benchmark Survey

1

Appendix A – Controlled Benchmark Survey

City of Salisbury Inspectorate Services* Program Review - Council Benchmarking Questionnaire

The Inspectorate Services* Team (IS) of the City of Salisbury is within the City Development Department delivering services that aim to protect and promote a high standard of public safety and environmental quality within the City of Salisbury. This is undertaken through a combination of community education and encouragement along with the enforcement of numerous Acts and regulations, covering a range of areas, including;
• Dog and Cat Management Act, 1995
• Australian Road Rules
• Road Traffic Act 1961 and Associated Regulations
• Private Parking Areas Act 1986
• Environmental Protection Act 1993 and the Environment Protection (Burning) Policy
• Local Government Act 1999 (roads, community land use and litter provisions)
• Council By-Laws
• Local Nuisance and Litter Control Act 2016

The Council is currently undertaking a Program Review of the Inspectorate Services team to assess the current scope and delivery of the Division against comparable service providers, undertake a gap analysis of the capacity and capability of the team and identify an appropriate service level structure and delivery model. **We thank your Council for contributing to this review through participating in this benchmarking analysis.**

*Inspectorate Services - alternatively known as Community Safety, Ranger Services or General Inspectorate

Complete by:	Council:
Questions	Council Response:
1. What Inspectorate services delivery model do you have in place? i.e. Fully managed and delivered internally, outsourced or a combination of both?	
2. If you answered Yes to outsourcing any inspectorate services, please advise which services?	
3. Where do Inspectorate Services functions report to in your organisation structure?	
4. What is the scope of Inspectorate services offered by your organisation? Please list all services (e.g. Dog and Cat Management, Parking enforcement, Local Government Act and By-Laws, Local Nuisance and Littering, Fire Prevention, Beach Patrols, After hours services)	
5. What resources comprise your Inspectorate Services team? (Please include Positions, FTEs and structure)	

2

Appendix A – Controlled Benchmark Survey

6. What is the approximate total Inspectorate Services Division operating budget for 2016/17? Can you please separate Dog and Cat Management from General/Other duties and also show gross revenue and expenditure separately for each.	
7. What is your approximate total Council operating budget and FTE count for 2016/17?	
8. Could you please supply a copy of your 2015/16 Form 26 as reported to the Dog and Cat Management Board providing details of your Dog and Cat Management financials	
9. Could you please supply a copy of your 2015/16 Form 28 as reported to the Dog and Cat Management Board providing details of your Dog and Cat Management registrations and activity levels.	
10. What is your total number of parking infringements issued for 2015/16 and income (including income from Fines Enforcement and Recovery Unit)	
11. Have you leveraged new technology to improve inspectorate service delivery? Can you please define any new systems or approaches to inspectorate service delivery which has resulted in efficiency gains? Please separate any activities associated with Dog and Cat Management and Parking and other activities.	
12. What is the inspectorate services division intended approach to comply with the Local Nuisance and Litter Control Act? Do you foresee any increased demand on Council resources as a result of this legislation and will you be reviewing or increasing resources within the Inspectorate section as a result of this Act?	
13. Do you foresee any immediate impact on Dog and Cat Management and Inspectorate Services from the recent amendments to the Dog and Cat Management Act?	
14. Do you offer after hours services for inspectorate service functions? If so which services do you offer and at what times and days? Can you please differentiate after hours services and weekend services.	
15. Do you have any service standards within Inspectorate services, can you please make these available and do you report on these service level standards?	

3

Attachment 2

PROGRAM REVIEW

INSPECTORATE SERVICES

BACKGROUND PAPER

November 2016

Contents

Attachment 2

Corporate Context

The Inspectorate Services Team (IS) of the City of Salisbury is within the City Development Department and consists of a team of officers delivering services that aim to protect and promote a high standard of public safety and environmental quality within the City of Salisbury. This is undertaken through a combination of community education and encouragement along with the enforcement of numerous Acts and regulations, covering a range of areas, including;

- Dog and Cat Management Act, 1995
- Australian Road Rules
- Road Traffic Act 1961 and Associated Regulations
- Private Parking Areas Act 1986
- Environmental Protection Act 1993 and the Environment Protection (Burning) Policy
- Local Government Act 1999 (roads, community land use and litter provisions)
- Council By-Laws
- Local Nuisance and Litter Control Act 2016

The IS plays a significant and important part in the delivering and supporting the organisation to achieve its City Plan deliverables as identified in the Councils City Plan 2030. Specifically, IS in the main, deliver on *Key Direction 3, The Liveable City, and Key Direction 4, Enabling Excellence* and its objectives:

Key Direction 3, The Liveable City
A welcoming community that celebrates its diversity, embraces change and where people are able to participate in community life. It is a City with interesting places and experiences.
- LC2 Have interesting places where people want to be
- LC4 Be a proud, accessible and welcoming community

Key Direction 4, Enabling Excellence
A Council where people work because they can make a difference, an organisation that anticipates, understands and meets community needs, a Council with a positive attitude.

- EE1 Strengthen partnerships that enable us to better address our community's priorities
- EE2 Develop strong capability and commitment to continually improve council's performance
- EE3 Have robust processes that support consistent service delivery and informed decision making
- EE4 Embed long term thinking, planning and innovation across the organisation

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 IS Division, to deliver on the City Plan objectives.

Attachment 2

Structure & Resources

Inspectorate Services is within the Environmental Health and Safety Division, within the City Development Department, as represented in the following Departmental Structure:
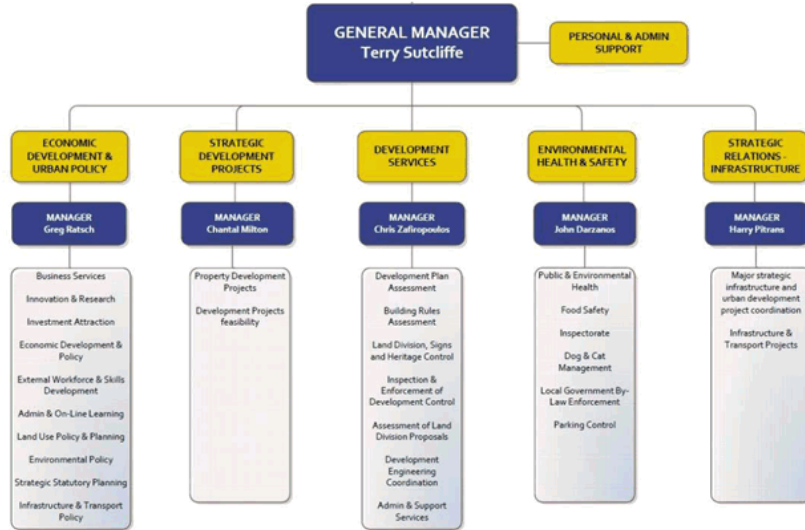
The Division consists of twelve personnel including the Manager, (equivalent to 10.6 FTE), with additional administrative support provided through the Departmental administrative team (reporting via the Development Services Division). The operational requirements are also supported by contracted support services for dog relocations, pound cleaning, and vehicle towing and impounding. The structure is represented in the following chart:
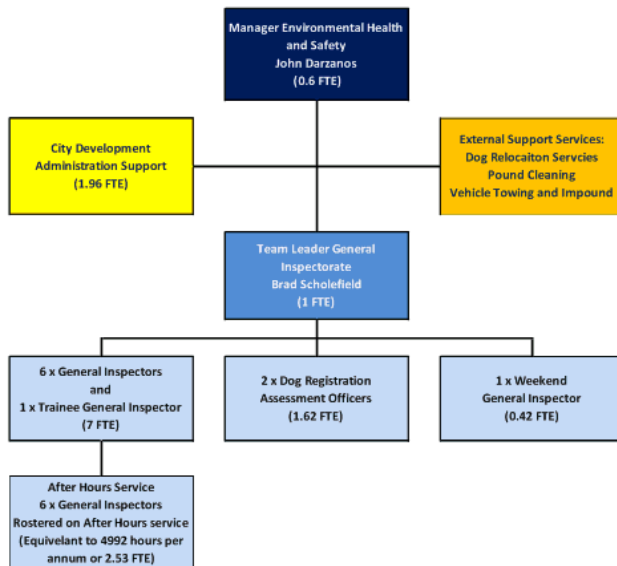
Total FTE - 10.6, Total Staff – 12 (excluding Administrative support staff)

Attachment 2

Inspectorate Services Operating Budget

Budget Area 450 Dog Control - Operating Revenue	2015/2016 Estimated	2015/2016 Actual	2016/2017 Estimated
Dog Licence Income	-830000	-817092	-850500
Dog Licence Transfers	-1500	-1790	-1500
Dog Expiation Fees	-85000	-101543	-85000
Dog Fines Recovered FERU	-135000	-152306	-135000
Pound Fees	-35000	-33563.1	-47300
Dog Disposal Fees	-800	-1250.03	-900
Kennel Licence Income	-5500	-6048.77	-5500
Sundry Income	0	-27.27	0
Total - Operating Revenue	**-1092800**	**-1113620**	**-1125700**
Budget Area 450 Dog Control - Operating Expense			
Wages & Salaries	607741	618440	658750
Management & Administration	99700	93784	110900
Dog and Cat Management Board	171000	167563	166000
Dog Discs	8100	6921	8100
Dog Disposal	65000	59500	55000
Kennel Cleaning	41500	38116	41500
Internal Transfers	85770	85295	83550
Total - Operating Expense	**1078811**	**1069619**	**1123800**
Total - 450 Dog Control	**-13989**	**-44000.7**	**-1900**

Budget Area 460 Inspectorial - Operating Revenue	2015/2016 Estimated	2015/2016 Actual	2016/2017 Estimated
Parking Fines	-228400	-235642	-232500
Parking Fines Recovered FERU	-70000	-80111.4	-70000
Clean Air Expiations	-600	0	-600
Litter Expiations	-300	0	-300
By-law Prosecutions	-1500	-459	-1500
Footpath Trading Permits	-1100	-1103	-1200
Sundry Income	-1300	-6011	-2800
Vehicle Pounding	-3800	-5445	-3800
Total - Operating Revenue	**-307000**	**-328772**	**-312700**
Budget Area 460 Inspectorial - Operating Expense			
Wages & Salaries	295283	292925	321710
Management & Administration	48700	55461	56000
Vehicle Pounding	9000	10106	7000
By Law Review	11000	10549	0
Internal Transfers	69330	68233	64150
Total - Operating Expense	**433313**	**437273**	**448860**
Total - 460 Inspectorial	**126313**	**108502**	**136160**
Nett	**112324**	**64501**	**134260**

Item PRSC2 - Attachment 2 - Inspectorate Services Background paper

Inspectorate Services

The Inspectorate Services Division of the City of Salisbury is responsible for the administration of legislation and monitoring of key issues in the community to ensure that public safety and community health and well-being is being maintained and enhanced and that public spaces and environments are utilised in accordance with intended use, such as compliance with road rules and with local bylaws.

The IS Division fits within a framework including State Government agencies that all play a significant and important part in the delivering services to our community. The framework is represented in the following flow chart and provides an overview of the relationships between the Government sectors.

Dog and Cat Management Board	Local Government Association	Minister of Road Transport	Environment Protection Authority	Authorised Persons Association
Dog and Cat Management Act	Local Government Act	Road Traffic Act & Australian Road Rules	Environment Protection Act & Local Nuisance and Litter Control Act	Officer and Industry Training and Development

Local Government

Authorised Officers

The IS Mission is "to protect and promote a high standard of public safety and environmental quality within the City of Salisbury through education, encouragement and enforcement programs of prescribed areas covered by the legislation administered by the Section."

The main responsibilities include:

- Ensuring responsible dog ownership by administering the Dog and Cat Management Act in relation to
  - Dog registrations
  - Dog attack investigations and reduction
  - Responding to Wandering dogs and impounding seized dogs
  - Dog noise and nuisances
  - Leashing laws and dog free areas
  - Guard dogs
- Ensuring compliance with road rules for fair equitable parking opportunities and to reduce threats to public safety, by enforcing the Road Traffic Act and Australian Road Rules through:
  - Parking enforcement, in car parks, street parking and public places
  - School parking patrols
- Reducing the risk of nuisances and public safety, by enforcing Local Laws and By Laws in relation to:

Attachment 2

o Littering
o Footpath trading permits and hoarding permits
o Compliance with local by laws in relation to parks and reserve activities, moveable signs
o Abandoned vehicles
o Other animal and bird nuisances
- Minimising and eliminating the nuisances from back yard burning and threats from burning without a permit under the Environment Protection Act.
- Providing educational information and advice in relation to matters relating to Inspectorate services
- 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.

The services provided by the Inspectorate team are also provided on weekends by a dedicated weekend officer and afterhours. The afterhours are subject to an hours agreement and ensures responses are provided to high risk activities all times, and this includes all public holidays.

IS legislative responsibility is included under the following legislation:

- Dog and Cat Management Act, 1995
- Australian Road Rules
- Road Traffic Act 1961 and Associated Regulations
- Environment Protection Act 1993 and the Environment Protection (Burning) Policy
- Local Government Act 1999 (roads, community land use and litter provisions)
- Council By Laws
- Private Parking Areas Act 1986
- Local Nuisance and Litter Control Act 2016
- Other prescribed legislation

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

ANIMAL MANAGEMENT ACTIVITIES		
ACTION	TASK	ACTIVITY 2015/16
Dog Attack Investigations Ensure persons responsible for the care and control of dogs are held accountable for attacks by their dog(s) and adequate measures are implemented to prevent further attacks.	Investigate all reported dog attacks (which includes harassment) and take appropriate action under the provisions of the Dog and Cat Management Act 1995, to prevent future attacks, remove dangerous dogs and educate or take appropriate further action for offences	126 Investigations
Dogs Wandering at Large (WAL) Ensure all dogs wandering at large are seized and returned to owners where possible and adequate measures are implemented to prevent further incidents.	Investigate all reported dogs wandering at large and take appropriate action under the provisions of the Dog and Cat Management Act 1995, to seize the dog, return to the owners and educate or take appropriate further action for offences	1423 reports of dogs wandering at large 972 seized 290 returned to owners form the filed 290 returned to owners form the pound

Attachment 2

ANIMAL MANAGEMENT ACTIVITIES		
ACTION	**TASK**	**ACTIVITY 2015/16**
		• 386 relocated
Dog Noise and Nuisance Complaints Ensure that the impact of dog noise and nuisance complaints are minimized and or eliminated and adequate measures are implemented to prevent further incidents.	*Dog Noise and Nuisances* Investigate all reported dogs noise and nuisance complaints and take appropriate action under the provisions of the Dog and Cat Management Act 1995, to eliminate and or reduce the noise or nuisance complaint, and educate or take appropriate further action for offences	65 dog noise investigations from 104 requests for diaries 117 dog nuisance investigations eg dogs jumping at fences or defecating
Other Dog and Cat Management Activities Provide other relevant services to customers in the area of dog and cat management.	*Keeping more than 2 dogs* Enforce Council By laws for keeping more than two dogs to ensure all owners are approved and compliant with the requirements of the by law	67 applications to keep more than the prescribed number of dogs
	Lost Dogs Record and capture information relating to reports of lost and found dogs in order to reunite dogs with their owners	272 reports pf lost and found dogs
	Cat Enquiries and Activities Undertake any relevant activity related to Cat control including nuisance complaints and trapping	62 cat trapping or nuisance enquiries
Dog Attack Reduction Programs Prevent and reduce the incidents of dog attacks within the City of Salisbury through the implementation of suitable programs and education campaigns.	*Dog Leashing* Enforce the relevant sections of the Dog and Cat Management Act and Leashing By Law to prevent attacks, educate or take appropriate further action for offences	39 reports relating to dog leashing
	Guard Dogs Maintain an up to date register of guard dogs in the City of Salisbury and enforce the relevant sections of the Dog and Cat Management Act to prevent attacks, and educate or take appropriate further action for offences	18 guard dog licenses and 1 complaint relating to guard dogs
Dog Registration Assessments Improve the rate of registered dogs in the City.	Conduct an annual registration assessment, and enforce the relevant sections of the Dog and Cat Management Act to ensure owners register their dogs, and educate or take appropriate further action for offences. And Undertake additional Duties as per Action Plan annexed to the Business Plan	8664 premises assessed for unregistered dogs. • 1619 unregistered dogs identified
Enforcement Enforcement action taken under the Dog and Cat Management Act	Expiations associated with investigations and complaints under the Dog and Cat Management Act	2774 expiations issued

Item PRSC2 - Attachment 2 - Inspectorate Services Background paper

Attachment 2

PARKING and TRAFFIC ACTIVITIES		
ACTION	**TASK**	**ACTIVITY 2015/16**
School Parking Patrols Ensure that community members are complying with applicable parking and road rules legislation so as to enhance and protect the safety of pedestrians, and minimize traffic congestions in and around school zones.	Undertake regular school zone parking patrols and take appropriate action under the provisions of the Australian Road Rules, to reduce and prevent future offences and educate or take appropriate further action for offences.	249 patrols completed
General Parking Patrols Ensure that community members are complying with applicable parking and road rules legislation so as to enhance and protect the safety of pedestrians, minimize traffic congestions and ensure adequate and equitable car parking is available for customers.	Undertake regular parking patrols and take appropriate action under the provisions of the Australian Road Rules, to reduce and prevent future offences and educate or take appropriate further action for offences.	363 patrols completed
Abandoned Vehicles Improve the safety and amenity of the City of Salisbury through the reduction of abandoned vehicles incidents	Investigate all reported abandoned vehicles and take appropriate action under the provisions of the Local Government Act 1999, to have the vehicle removed, returned to the owners, or sold, and educate or prosecute offenders.	634 reports of abandoned vehicles completed and 41 vehicles towed
Other General Inspection Activities Provide other relevant services to customers in the area of general inspection services.	***Parking Complaints*** Investigate request regarding parking complaints and take appropriate action under the provisions of the Australian Road Rules, to reduce and prevent future offences and educate or take appropriate further action for offences	970 customer requests investigated
	Private Parking Administer the Private Parking Act and issue agreements and authority as required with property owners in the City of Salisbury	No activities – only 1 agreement
Parking Enforcement Administer the Australian Road Rules and Parking legislation	Expiations associated with routine patrols and random patrols throughout the city	4275 expiations issued

GENERAL ACTIVITIES		
Burning Policy Enhance and protect the environment through the enforcement of the Environment Protection (Burning) Policy.	Investigate all reported burning complaints and take appropriate action under the provisions of the Environment Protection Act, to resolve the complaint and prevent its recurrence, and educate or take appropriate further action for offences.	80 reports of illegal burning investigated

Item PRSC2 - Attachment 2 - Inspectorate Services Background paper

Local Government Act and By-Law Enforcements	Footpath Trading Permits	21 footpath trading permits processed and issued
Improve the safety and amenity of the area through the effective enforcement of the relevant sections of the Local Government Act and By-Laws applicable to the General Inspectorate Section.	Administer the relevant provisions of the Local Government Act and By-laws applicable to footpath trading permits, and ensure all traders are licensed and take appropriate action to resolve any breach and prevent its recurrence, and educate or take appropriate further action for offences	50 hoarding permits
	Moveable Signs	43 customer requests investigated
	Administer the relevant provisions of the Local Government Act and By-laws applicable to moveable signs, and take appropriate action to resolve any breach and prevent its recurrence, and educate or take appropriate further action for offences	
	Other Animal/Bird Nuisance	127 customer requests investigated
	Administer the relevant provisions of the Local Government Act and By-laws applicable to other animal and bird nuisances, and take appropriate action to resolve any breach and prevent its recurrence, and educate or take appropriate further action for offences	
	Littering and Pollution	249 customer requests investigated
	Administer the relevant provisions of the Local Government Act and By-laws applicable to littering and pollution, and take appropriate action to resolve any breach and prevent its recurrence, and educate or take appropriate further action for offences.	

Interdependencies

The review of the Inspectorate Services Division will have some identified interdependencies that will require consideration and the Consultant will be expected to engage with the relevant divisions who have or are about to undertake reviews and ensure that any concerns and possible synergies are able to be addressed from these areas. Some of these identified areas include:

- Dog Pound – the dog pound is located on the Research Road adjacent to the Transfer station and is maintained by City Infrastructure. Any changes to the use of the site can affect pound services. It is important that consideration be given to the review that was undertaken for the Research Road Transfer station and adjoining site as part of the pound services review.

- Footpath trading and Hoarding – the Division currently approves footpath trading and hoarding applications that relate to use of public land. Currently the Property and Building Division are consulted as they also issue authorisations for activities that result in permanent fixtures. Property and Building Division are in the process of a Program review and consideration should be given to this review in relation to activities related to permits and authorisations.

- Parks and Landscape – the administration of the Fire and Emergency Services Act in relation to Inflammable undergrowth is currently delivered by Parks & Landscape Division. This area

has been subject to a Program review and consideration should be given to the findings and the program relating to Inflammable undergrowth and synergies with the Inspectorate area.

- Fines Enforcement and Recovery Unit (FERU) – the FERU is responsible for enforcing unpaid fines and collecting outstanding income for Council. The actions and effort undertaken by the Unit and their fees have a direct impact on Council revenue and expenditure, and consideration needs to be given to the relationships and decisions made by FERU as part of the review, including opportunities to improve data collection that enables improved enforcement.

- Economic Development and Urban Policy – Council has requested that staff undertake a review of Council policies and interactions with businesses to ensure that, wherever possible, Council policies and practices stimulate and support local business growth, employment creation and the attraction of new businesses to the local area. This review is currently underway and may result in recommendations to change certain policy settings and the level of fees and charges levied on business operators. This is consistent with the critical action in City Plan 2030 to "further our reputation as a business friendly Council by reforming our processes and how we work with business in the City."

Emerging Issues

The review will also need to give consideration to emerging issues, some of these identified areas include:

Dog and Cat Management Act amendments - the amendments to the Dog and Cat Management Act will see a number of administrative changes relating to authorized officer's powers, penalties and expiations, compulsory desexing and microchipping of dogs and cats, breeder registration and registration classes and rebate class changes. These administrative changes will require changes to operating procedures and training of key staff to understand the impact and new powers. Fees and expiation increases will require community education and review of operating procedures and enforcement policy action, and Microchipping and desexing will also require significant community education and staff training.

Dogs and Cats Online (DACO) – the Dog and Cat Management Board after consultation through the LGA is investigating the development of DACO. The system will provide a central register of dogs and cats and enable payments to be made online and to one authority. The development of DACO may require increased contributions from Councils to fund the development and implementation. The review will need to consider the impact of DACO and effect on registration fees, resources and customer service.

Pound Services – the AWL is an option for the delivery of pound services and an investigation will be required into the feasibility of utilising this service and the impact on customer service as well as costs.

Cat Controls – with the pending implementation of the new Act additional controls required under by-laws for cats will need to be considered and this will involve extensive community consultation.

Alternate Parking Technology – to further enhance and improve efficiencies in parking enforcement alternate parking strategies such as pay and display or sensor technology wioll need to be considered.

Local Nuisance and Litter Control Act – The Local Nuisance and Litter Control Act will be enacted and on 1 February 2017 for litter control provisions and 1 July 2017 for nuisance provisions. The enforcement of this Act will have involvement by General Inspectorate, Environmental Health and

Attachment 2

Development Planning. Most nuisance types are currently addressed by Council, however the new area is noise nuisance and the impact of this is unknown may have resource implications for Council. Additional training will need to be undertaken and operational procedures will need to be developed for the Act and regulations.

Litter Control Project – in light of growing littering and illegal dumping Council is investigating the implementation of a litter control project officer to address the illegal dumping and try to reduce the costs associated with clean up and removal of this material.

Civil works compliance – City Infrastructure is investigating a civil works and compliance role to address the civil works that result in infrastructure damage or not being reinstated as per specification, and illegal works. The role may have some interdependencies with enforcement role provided by Inspectorate Services.

Item PRSC2 - Attachment 2 - Inspectorate Services Background paper

Inspectorate Services Program Review Recommendations

City Plan Alignment	Service Area • Service Delivery Improvement Category Recommendation	Management Response

Enabling Excellence
• Develop strong capability and commitment to continually improve Council's performance
• Have robust processes that support consistent service delivery and informed decision making
 	
  o Apply learning and innovation to transform the way Council operates
  o Develop a consistent customer first approach across Council
  o Develop a flexible, capable and engaged workforce that can meet the changing needs of Council and our community
  o Continually improve business practices to remove barriers and ensure appropriate levels of service that respond to emerging needs and opportunities
	Business Unit (Whole Division)
	• Team Scope
	
	1. Investigate the transfer of compliance activity under the Fire and Emergency Services Act to the Inspectorate Team, to promote a consolidated skill-set and team for compliance services within Council.
		Supported
		This initiative has been identified by the Program Review of Field Services area and is identified as a service and process improvement function recognising that the Fire and Emergency Services functions are compliance related activities that are complementary to the IS skills and assessment approaches.
		
		The review and supplementary follow up by CoS staff identified that the function is commonly placed within the Inspectorate team at other Councils within South Australia
		
		Staff have undertaken actions to implement this change and is currently under a change management program to have this recommendation finalised.

The Prosperous City • Have a thriving business sector that supports community wellbeing, is globally oriented and creates job opportunities o Ensure Council's regulations and procurement activities support local economic growth where possible Enabling Excellence • Develop strong capability and commitment to continually improve Council's performance • Have robust processes that support	Business Unit (Whole Division) • Service Policy and Customer Standard 2. Support staff development in community engagement, customer service and awareness of Council's economic development objectives and policies.	Supported Internal continuous improvement and process improvement opportunity. Staff are encouraged to undertake development opportunities in key priority areas and can be built into annual Performance and Development Plans and Business Planning Processes Staff to coordinate and implement required actions in partnership with Economic Development & Urban Policy (with alignment to Council's endorsed approach to supporting business growth and investment), Communications & Customer Relations, and People and Culture.

Inspectorate Services Program Review Recommendations

City Plan Alignment	Service Area • Service Delivery Improvement Category Recommendation	Management Response
consistent service delivery and informed decision making ○ Apply learning and innovation to transform the way Council operates ○ Develop a consistent customer first approach across Council ○ Develop a flexible, capable and engaged workforce that can meet the changing needs of Council and our community ○ Continually improve business practices to remove barriers and ensure appropriate levels of service that respond to emerging needs and opportunities		
The Liveable City • Be a proud, accessible and welcoming community ○ Provide opportunities for the community to engage in learning Enabling Excellence • Strengthen partnerships that enable us to better address our community's priorities ○ Collaborate with our community to ensure our services are relevant ○ Continually improve business practices to remove barriers and ensure appropriate levels of service that respond to emerging needs and opportunities	Business Unit (Whole Division) • Service Policy and Customer Standard 3. Develop a Community Engagement, Education and Marketing Strategy to support city compliance. Explore options for improved print and online media engagement.	Supported Community engagement and marketing is currently supported by Communications and Customer Relations Division and any work undertaken needs to be aligned with corporate strategy and direction and in partnership with the Division.
Enabling Excellence • Develop strong capability and commitment to	Business Unit (Whole Division) • Service Model Improvements	Noted This is part of an ongoing Continuous improvement and

Inspectorate Services Program Review Recommendations

City Plan Alignment	Service Area • Service Delivery Improvement Category Recommendation	Management Response

continually improve Council's performance
• Have robust processes that support consistent service delivery and informed decision making
 	
   o Apply learning and innovation to transform the way Council operates
   o Develop a consistent customer first approach across Council
   o Develop a flexible, capable and engaged workforce that can meet the changing needs of Council and our community
   o Continually improve business practices to remove barriers and ensure appropriate levels of service that respond to emerging needs and opportunities
	4. Continue to promote the use of mobile inspection technology for inspectorate duties to reduce work-flow duplication, maximise inspection follow-up efficiencies and promote efficient administration.	process improvement strategy with mobile functionality increasing across the organisation.
		
		Staff have implemented mobile expiation system, mobile inspections and customer requests leading to improved functionality and customer service and eliminating administrative procedures in the office.
		
		Further improvements to this area will require the investment in alternative devices such as tablets and or notebook/laptops to improve functionality and ergonomic use of the mobile technology.

Enabling Excellence
• Develop strong capability and commitment to continually improve Council's performance
• Have robust processes that support consistent service delivery and informed decision making
 	
   o Develop a consistent customer first approach across Council
   o Develop a flexible, capable and engaged workforce that can meet the changing needs of Council and our community
   o Continually improve business practices to remove barriers and ensure appropriate levels of service that respond to emerging needs and opportunities
	Business Unit (Whole Division)
	• Service Model Improvements
	
	5. Review customer service, marketing and communications approaches for after hours services to promote remote telephone communications and social media support methods (such as reuniting lost dogs with owners), enabling staff call-outs to primarily focus on urgent matters.
		Noted
		
		The after-hours services provided by Councils IS were reviewed in 2014 and subjected to a continuous improvement process to identify service efficiencies within the endorsed extent and hours of service.
		Refer Item PRSC2 (1) Program Review Sub-Committee (8 September 2014)
		
		The review in 2014 identified a range of improvements that were implemented and resulted in consistent and increased services at times when there was a demand.
		
		Staff already apply a range of resources to undertake their duties including, phone calls to all callers, online searches for dogs posted on social media as found or lost, in order to

Inspectorate Services Program Review Recommendations

City Plan Alignment	Service Area • Service Delivery Improvement Category Recommendation	Management Response
		ensure a fast and prompt response and to prioritise their responses. Attendance for urgent matters is always prioritised. The development of specific social media platform for dogs services for quick and easy engagement with the community is something that needs further investigation and will require input from Communications & Customer Relations Division. Improved methods of communication with dog owners and self-help options to reunite dogs and owners will continue to be explored. The development of Dogs and Cats Online by the Dog and Cat Management Board is expected to lead to improved responses for all members of the community enabling neighbouring Councils and other approved persons to access dog registration data leading to dogs being reunited with owners faster and without Council intervention.

Enabling Excellence
• Develop strong capability and commitment to continually improve Council's performance
• Embed long term thinking, planning and innovation across the organisation
  ○ Develop a consistent customer first approach across Council
  ○ Continually improve business practices to remove barriers and ensure appropriate levels of service that respond to emerging needs and opportunities
	Business Unit (Whole Division)
	• Team Scope
	
	6. Develop a business case to increase the dog registration assessment team resourcing from 1.62 to 2 FTE to support further animal management education, key projects and other priorities within the IS Team. This may address capacity and skills shortages in periods of unplanned resource shortage and improve overall capacity, especially at a time where legislative changes such as the Local Nuisance and Litter Control Act 2016
		Supported
		
		As identified by the report the roles and functions undertaken by IS are very labour intensive and require a combination of significant field based activities responding to customer requests and undertaking of enforcement activities.
		
		As a first option before increasing FTE resources, increasing staff capacity can also be achieved through the implementation of new technologies and other means that improve efficiency and reduce the labour component, such as parking sensor technology that is discussed in further recommendations (see recommendation 10).

Inspectorate Services Program Review Recommendations

City Plan Alignment	Service Area • Service Delivery Improvement Category Recommendation	Management Response
	may have resource implications.	The impact of legislated changes on the demands of the Team and the need for any additional resources will be subjected to the development of business case that addresses the identified need and costs and staffing capacity. The impact of the LNLC Act 2016 will be monitored and subject to future reports to identify the demands on Council and any impacts on staff and resources. The preparation of a business case will be deferred until the new legislation has been fully operational for six months to enable the impact of the new legislation to be assessed.
Enabling Excellence • Have robust processes that support consistent service delivery and informed decision ○ Provide a safe working environment	Business Unit (Whole Division) • Service Model Improvements 7. Investigate app technology for staff welfare monitoring, to be used in conjunction with the current GPS tracking system, to support Officer safety.	Supported The City of Salisbury currently has a GPS tracking system in place to support staff safety and task planning, which has a built in duress alarm, as well as vehicle GPS monitoring and tracking. However there is potential to further support Officer safety and welfare checking through app technology that enables improved real time verbal monitoring and duress systems that enable passive voice monitoring and recordings. Staff through ongoing internal continuous improvement and process improvement opportunities, along with WHS reviews investigate and identify improvements in officer WHS methods and technologies and make recommendations for their implementation. Staff also have access to body cameras available for high risk and lone-officer work to improve officer safety and recording of any incidents occurring in public areas.

Inspectorate Services Program Review Recommendations

City Plan Alignment	Service Area • Service Delivery Improvement Category Recommendation	Management Response
The Liveable City • Be a proud, accessible and welcoming community o Provide opportunities for the community to engage in learning	Animal Management • Service Model Improvements 8. Review approaches to dog registration and animal ownership education as part of the development of an overall Team Community Engagement, Education and Marketing Strategy	Supported Dog Registrations are an essential component of the administration of the Dog and Cat Management Act and are an indicator of community compliance and overall responsible dog ownership. Improving and maintaining registration rates is critical to achieving the income required that enable Council to provide the dog management services required by the Act and the facilities required by the community, funded through income from dog owners rather than solely from general revenue. The Dog Registration Assessment Team undertakes a range of activities to promote dog registrations and enforce the legislation when dogs are not registered. Implementing additional measures are required in order to improve registration rates and reduce the number of people expiated for unregistered dogs, noting that expiations for an unregistered dog have increased to $170 from $80. An internal continuous improvement and process improvement opportunity that will focus on strategies to improve registration rates and inform community of their responsibility is recommended.
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 o Collaborate with our community to ensure	Animal Management • Service Model Improvements • Stakeholder Partnerships 9. Investigate the costs, benefits and risks of utilising the Elizabeth North AWL dog pound facility, comparative	Supported The recent review of the Research Road site has identified that the facility will be maintained by Council and as such the existing pound services can remain. The site provides a central point for staff to take dogs an also for residents to collect their pets and has been a suitable facility. However

Inspectorate Services Program Review Recommendations

City Plan Alignment	Service Area • Service Delivery Improvement Category Recommendation	Management Response
our services are relevant ○ Ensure long term sustainability through good financial practices, sound business planning and asset management	to Council's current dog pound. A range of factors need to be considered such as: accessibility after hours, staff safety and security (particularly after hours), customer convenience, capacity, and contractual costs to Council.	the concern with current pound includes, the age of facility, ongoing maintenance requirements, isolated after-hours access, staff safety and security, as well as animal welfare due to the age of the site and dated design features. Any review of Pound Services will be subject to future reports to the Executive and Council for endorsement, and would involve community consultation and include: • review of current pounds services - costs associated with running pound and maintenance, customer service issues and staff safety • review the opportunity to utilise AWL- identify costs, staff benefits and impact on community and or • investigate the feasibility of redeveloping a new pound Discussions with the AWL have identified that they are currently seeking expressions of interest for their pound services and are redeveloping Wingfield site as well as offering the Elizabeth North facility to other Councils to use. If current capacity is filled then additional capital costs would be required to utilise the AWL facility.
Enabling Excellence • Develop strong capability and commitment to continually improve Council's performance • Embed long term thinking, planning and innovation across the organisation ○ Apply learning and innovation to transform the way Council operates ○ Continually improve business practices to	Parking and Traffic Control • Service Model Improvements 10. Investigate options to leverage parking sensor technology for surveillance in priority Council zones, including remote monitoring of parking controls (e-smart sensors and camera enforcement systems) and	Supported This is part of an ongoing Continuous improvement and process improvement strategy with mobile functionality increasing across the organisation. The use of parking sensors has shown positive results in several Councils that have implemented the technology. It provides several benefits to not only Council enforcement

Inspectorate Services Program Review Recommendations

City Plan Alignment	Service Area • Service Delivery Improvement Category Recommendation	Management Response
remove barriers and ensure appropriate levels of service that respond to emerging needs and opportunities ○ Use technology to support transformation within Council and proactively address community needs	electronic and app-based wayfinding information for users.	staff but to the community. The technology improves the use of our resources by reducing the time required to mark-up carparks and directing staff to those parks where there are overstays, and it can be provided to members of the community via apps to identify parking locations and to alert them when their vehicle is approaching the time limit. The use of parking technology was also identified in the Salisbury, Mawson Lakes and Ingle Farm Car Parking Review presented to Policy and Planning Committee on the 18th April 2017, where it was resolved for both the Salisbury and Mawson Lakes area to use Parking Fund monies to: • Investigate use of new technologies to assist in parking utilisation and enforcement, including remote monitoring of parking controls and electronic and app-based wayfinding information. This technology is also aligned to the 'Smart Cities' agenda.
As above	Parking and Traffic Control • Service Model Improvements • Service Policy and Customer Standards 11. Implement the recommendations of the Salisbury, Mawson Lakes and Ingle Farm Car Parking Review. As minuted by the Policy and Planning Committee on the 18th April 2017.	Supported See comments included for recommendation 10 above
The Prosperous City • Have a thriving business sector that supports community wellbeing, is globally ○ Encourage new business start-ups and improve the growth aspirations,	Parking and Traffic Control • Service Model Improvements 12. Undertake a customer service and process mapping review of the footpath trading assessment process	Supported Internal continuous improvement and process improvement opportunity that will focus on administrative functions and the operational processes that can be improved to support the application process.

Inspectorate Services Program Review Recommendations

City Plan Alignment	Service Area • Service Delivery Improvement Category Recommendation	Management Response

management capability and leadership of existing business owners
  o Support firms to access new markets
Enabling Excellence
• Strengthen partnerships that enable us to better address our community's priorities
• Have robust processes that support consistent service delivery and informed decision making
 	
  o Collaborate with our community to ensureour services are relevant
  o Develop a consistent customer first approach across Council
  o Continually improve business practices to remove barriers and ensure appropriate levels of service that respond to emerging needs and opportunities
	to identify opportunities for a streamlined 'one-stop shop' customer service approach and promote integrated economic development support for local business.	As previously identified by Council and Economic Development and Urban Policy the process will need to identify the Department and Team best suited to manage applications and also develop a client manager model to support applicants through the process.

Enabling Excellence • Develop strong capability and commitment to continually improve Council's performance • Embed long term thinking, planning and innovation across the organisation o Develop a consistent customer first approach across Council Continually improve business practices to remove barriers and ensure appropriate levels of service that respond to emerging needs and opportunities	Nuisance and Environmental Management • Team Scope 13. Review the volume of customer requests in relation to local nuisance and the impact on current staff resourcing and inspectorate service capacity.	Supported As identified by the report the roles and functions undertaken by IS are very labour intensive and require a combination of significant field based activities responding to customer requests and undertaking of enforcement activities. Increasing staff capacity can also be achieved through the implementation of new technologies and other means that improve efficiency and reduce the labour component such as parking sensor technology that is discussed in other recommendations.

Inspectorate Services Program Review Recommendations

City Plan Alignment	Service Area • Service Delivery Improvement Category Recommendation	Management Response
		The impact of legislated changes on the demands of the Team and the need for any additional resources will be subjected to the development of business case that addresses the identified need and costs and staffing capacity. The impact of the LNLC Act 2016 will be monitored and subject to future reports to identify the demands on Council and any impacts on staff and resources. The administration of the LNLC Act 2016 is being undertaken by IS, Public and Environmental Health Services, with some elements also by Development Services. Nuisance complaints will be addressed on a staged response based on risk, impact and level of recurrence: Stage 1 Response: Collaborative approach to address and abate nuisance (Educational) Stage 2 Response: Written request to take action to abate nuisance (Encouragement) Stage 3 Response: Formal Action and notice to abate nuisance (Enforcement) Related to recommendation 6 above - resourcing
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 • Embed long term thinking, planning and innovation across the organisation 　o Work with neighbouring councils to address issues of regional importance	Nuisance and Environmental Management • Stakeholder Partnership 14. Explore the potential for regional litter surveillance and compliance monitoring with neighbouring Councils.	Supported Staff are currently implementing several strategies associated with litter control involving both Field Services and IS and are having success in having litter removed by offenders. This has resulted in less materials being collected by Field Services, reducing resource demands and costs associated with illegal litter removal. The increased powers and penalties under the LNLC Act

Inspectorate Services Program Review Recommendations

City Plan Alignment	Service Area • Service Delivery Improvement Category Recommendation	Management Response
o Develop a consistent customer first approach across Council o Continually improve business practices to remove barriers and ensure appropriate levels of service that respond to emerging needs and opportunities		have resulted in increased levels of compliance and identification of offenders through the use of vehicle registration. Staff have been collaborating with adjoining Councils and have identified opportunities where regional approaches can be developed and have sheared strategies to be utilised by staff. The opportunity for regional approach to Litter control will be subject to an internal continuous improvement and process improvement opportunity, including consultation with neighbouring Councils to identify strategies, resources and opportunities where a regional approach can be implemented and beneficial to both Councils.