



## **AGENDA**

**FOR PROGRAM REVIEW SUB COMMITTEE MEETING TO BE HELD ON  
9 OCTOBER 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

### **APOLOGIES**

### **LEAVE OF ABSENCE**

### **PRESENTATION OF MINUTES**

Presentation of the Minutes of the Program Review Sub Committee Meeting held on 14 August 2017.

Presentation of the Minutes of the Confidential Program Review Sub Committee Meeting held on 14 August 2017.

### **REPORTS**

PRSC1 Future Considerations of Program Review Sub Committee ..... 9

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**OTHER BUSINESS**

**CLOSE**



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

**14 AUGUST 2017**

**MEMBERS PRESENT**

Cr E Gill (Chairman)  
Cr B Brug  
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  
General Manager City Development, Mr T Sutcliffe  
General Manager City Infrastructure, Mr M van der Pennen  
Manager Strategic Development Projects, Ms C Milton  
Manager Environmental Health and Safety, Mr J Darzanos  
Manager Property and Buildings, Mrs K Pepe  
Manager Governance, Ms T Norman

The meeting commenced at 6.54 pm.

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

**APOLOGIES**

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

**LEAVE OF ABSENCE**

Nil

**PRESENTATION OF MINUTES**

Moved Cr R Zahra  
Seconded Cr L Caruso

The Minutes of the Program Review Sub Committee Meeting held on 10 July 2017, be taken and read as confirmed.

**CARRIED**

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## REPORTS

### PRSC1 Final Report Program Review for the Strategic Development Projects Division

Moved Cr L Caruso  
Seconded Cr G Caruso

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.

**CARRIED**

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**PRSC2 Inspectorate Services Program Review Outcome**

*Cr L Caruso left the meeting at 07:22 pm.*

*Cr L Caruso returned to the meeting at 07:24 pm.*

Moved Cr R Zahra

Seconded Cr G Caruso

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.

**CARRIED**

**OTHER BUSINESS**

Nil

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**CONFIDENTIAL ITEMS**

**PRSC3 Program Review Findings for the Property & Buildings Division**

Moved Cr R Zahra  
Seconded Cr G Caruso

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.*

**CARRIED**

The meeting moved into confidence at 7.25 pm.

The meeting moved out of confidence at 7.47 pm.

**PRSC4 Waste Transfer Station Update**

Moved Cr R Zahra  
 Seconded Cr G Caruso

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.*

**CARRIED**

The meeting moved into confidence at 7.47 pm.

*Cr E Gill declared a conflict of interest due to being a member of the NAWMA Board Cr E Gill left the meeting at 07:50 pm.*

*The Deputy Chair, Cr L Caruso assumed the chair at 7.50pm.*

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*Cr G Caruso declared a perceived conflict of interest on the basis of his employment and advised he would manage the conflict by remaining in the meeting and voting in the best interests of the community.*

The meeting moved out of confidence at 7.58 pm.

*Cr Gill returned to the meeting at 7.58 pm and resumed the Chair.*

**CLOSE**

The meeting closed at 7.59 pm.

CHAIRMAN.....

DATE.....



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<b>ITEM</b>	PRSC1
	<b>PROGRAM REVIEW SUB COMMITTEE</b>
<b>DATE</b>	09 October 2017
<b>HEADING</b>	Future Considerations of Program Review Sub Committee
<b>AUTHOR</b>	Charles Mansueto, General Manager Business Excellence, Business Excellence
<b>CITY PLAN LINKS</b>	4.3 To deliver sustainable, creative and innovative solutions that enable excellent operations and service delivery 4.5 To apply business and resource management that enables excellent service delivery and financial sustainability 4.6 To provide our customers with excellent service that meets their needs
<b>SUMMARY</b>	This report provides information in response to a resolution of the committee which seeks consideration of the future of the Program Review Sub Committee and any alternate approaches to continuation of service reviews.

## RECOMMENDATION

1. The Terms of Reference to the existing standing Committees (Policy & Planning, Budget & Finance, Works & Services, and Resources & Governance) is amended to include the following additional responsibility:
  - a. The Committee will review service level provision, service delivery strategies and service initiatives in relation to the functions set out in this Terms of Reference on a biannual basis or as required due to changing business or continuous improvement practices or circumstances that substantially affect the above.
2. That once the new Terms of Reference for the standing committees with the additional responsibility as identified in Recommendation 1 (Item PRSCX, Program Review Sub Committee, 9 October 2017) are approved by Council and the current program is complete, the Program Review Sub Committee is disbanded.

## ATTACHMENTS

There are no attachments to this report.

### 1. BACKGROUND

- 1.1 In 2012 Council endorsed the Business Improvement Framework (refer diagram below) as the structure for oversight of the ongoing program review.



- 1.2 The framework provides for two streams – Program Review and Process Review. The work of the Program Review Sub Committee (PRSC) has been focused on the Program Review stream, which sought to address the ‘what and how’ services are delivered.
- 1.3 The Program Review schedule is nearing completion with the majority of the organisation having undertaken a full service review by November 2017. Timing for completion of implementation of program review outcomes will vary depending on the specific action required.
- 1.4 At the November 2016 Program Review Sub Committee meeting a further report was requested regarding the future of the Program Review Sub Committee, including alternative approaches to enable future reviews of levels of service.
- 1.5 An initial discussion report was presented to the Program Review Sub Committee in May 2017 seeking feedback on potential models for the future operation of the subcommittee or other approaches.
- 1.6 The feedback reflected a preference for the continuation of a committee to enable Elected Members to consider future opportunities for enhancing both the way in which services are delivered to the community and the nature of services provided by Council.
- 1.7 The feedback acknowledged that wholesale program reviews as undertaken through the current Program Review Sub Committee would not be required, rather a specific need of Council or external influences would most likely drive future service level reviews. For example the current implementation of the National Disability Insurance Scheme is an example of an external influence impacting Council services that may warrant further consideration of the nature/scope of service delivery.
- 1.8 The initial discussion also identified a need to transition from the program review approach and place a greater focus on application of the continuous improvement framework, with a view to driving ongoing service delivery improvements. It was identified that this approach would deliver a continued focus on how the organisation delivers its services, without the need for wholesale service level reviews.

- 1.9 This report proposes an approach to facilitate the continued consideration of service provision enhancement and scope of services by Council.

## **2. CURRENT PROGRAM REVIEW SUB COMMITTEE TERMS OF REFERENCE**

- 2.1 The purpose of the current Program Review Sub Committee as defined in its terms of reference is as follows:

*1.1 The Program Review Sub Committee has been established to provide advice to the Budget and Finance Committee in relation to the appropriateness of programs and services that Council delivers. To achieve this goal, the Program Review Sub Committee will:*

- *Review programs and services provided by Council.*
- *Address such matters as:*
  - *Service levels*
  - *Service delivery models*
  - *Demand on services.*
- *Make recommendations to the Budget and Finance Committee on programs and service levels to be delivered by the City of Salisbury.*

*1.2 The Sub Committee will adopt a risk management focus in its considerations, delivery and recommendations to Council. The advice to Council will reflect both the risk and opportunities of the issue to enable Council to act as an informed and responsible decision maker representing the interests of the community.*

## **3. OVERALL PROGRESS OF PROGRAM REVIEW ACTIVITY TO DATE**

- 3.1 The program review schedule includes 32 individual reviews. Of these 30 (93.7%) are completed and/or being implemented. A further 2 (6.3%) are in progress.
- 3.2 A report will be presented to Council via the relevant committee at the completion of the scheduled reviews to provide an overall assessment of the Program Review initiative.
- 3.3 A Continuous Improvement Specialist was recruited to support the ongoing delivery of service improvement across the organisation and continue the focus on identifying improved service delivery strategies. A key focus of the role is to embed the continuous improvement approach across the organisation.
- 3.4 Council has also approved \$50,000 in seed funding to support the continuous improvement framework.

## **4. OUTCOMES TO DATE OF PROGRAM REVIEWS**

- 4.1 The program review initiative provided Council with the opportunity to assess policy and service levels to meet changing community needs. It also provided the opportunity for consideration of alternate service delivery models where that was identified as a preferred option.
- 4.2 Overall the completed program reviews have resulted in service level improvements, a more efficient and responsive organisation, and expenditure savings that have provided the capacity for Council to enhance its financial sustainability to meet future community demands.

- 4.3 Since its commencement approximately \$1.5m in ongoing savings has been identified through the program review initiative. Various other improvements in service delivery and enhanced outcomes have also been achieved.

## **5. FUTURE ROLE OF SUB COMMITTEE**

- 5.1 In assessing the future role of the Sub Committee consideration should be given to the purpose of the committee as identified in the terms of reference. The overarching purpose was to provide advice in relation to the appropriateness of programs and services that Council delivers in a coordinated manner across all the different Council functions.
- 5.2 Following the completion of the current schedule of reviews this overarching purpose will have been delivered. Whilst implementation of recommendations/outcomes is not fully completed, this is a reflection of the broad scope of programs and services that Council delivers, and the varying complexity of program review actions/outcomes to be implemented. On that basis, the Program Review Sub Committee as it currently stands should be disbanded once all the reviews are completed (expected to be November 2017).
- 5.3 As reflected in the initial feedback provided by members, there is a need to maintain a mechanism that will allow for ongoing assessment of opportunities to enhance Council services and capitalize on opportunities to deliver new services or external income opportunities.
- 5.4 In considering the most appropriate strategy to meet this need it is important to also recognise the existing Committee structure and scope of activity of existing committees.
- 5.5 Two options are discussed in the following sections for consideration, namely the establishment of a new Sub Committee with a revised set of responsibilities, and the use of the existing Standing Committees to take on the responsibilities.

## **6. ESTABLISHMENT OF A NEW SUB COMMITTEE**

- 6.1 A new Sub Committee can be established with the purpose being:
- 6.1.1 Continue reporting on the current Program Reviews as they are implemented
  - 6.1.2 Reporting on the outcomes of the bi-annual Customer Survey to discuss and consider service levels and performance against these service levels to identify opportunities for improvement
  - 6.1.3 Reporting on the progress with the implementation of the Continuous Improvement Framework across the organization
  - 6.1.4 Consider strategic initiatives that support and improve the delivery of services.
- 6.2 The Sub Committee will continue to make recommendations to the Budget and Finance Committee in line with its purpose.
- 6.3 Membership of the committee is proposed to be in line with the existing membership structure;
- 6.3.1 A member from each ward with the alternate Ward Councilor appointed as deputy to the Sub Committee in the absence of the appointed member.

- 6.4 Consideration will need to be given to the name of the Sub Committee that reflects its purpose, eg Enabling Excellence (align with one of the City Plan 2030 Key Directions) or Innovation and Business Development as examples.

## 7. USE OF EXISTING STANDING COMMITTEES

- 7.1 Council has established the Standing Committees to assist with deliberation in relation to matters as outlined in their respective Terms of Reference. Standing Committees then have the capacity to establish a subcommittee if there is a need for more focussed support in relation to a particular area of its Terms of Reference.
- 7.2 The Program Review Sub Committee was initially established as a Sub Committee of the Policy and Planning Committee in 2013. Following the Local Government Elections in November 2014, the Budget and Finance Committee re-established the Program Review Sub Committee on the basis that the work of the Sub Committee was focussed on overall service level, efficiency and effectiveness of Council operations. This was seen as directly relevant to the Annual Plan/Budget process on the basis of the whole of Council focus of the program reviews.
- 7.3 In evaluating the matters to be considered in future, and noting that they will relate to ongoing review and improvement of council services/service delivery it is difficult to constrain this consideration to one Standing Committee as the 'parent committee' of a subcommittee. Essentially, as a service initiative, new opportunity or continuous improvement strategy arises it should be directed to the relevant Standing Committee for consideration. For example, the implications of the National Disability Insurance Scheme and current aged care reforms which will require Council to consider how it will respond to such changes would be presented to Council via the Works and Services Committee. Similarly, progress reports on finalisation of any remaining program reviews would be presented to the Standing Committee with responsibility for the relevant function within the terms of reference.
- 7.4 It would be appropriate to include a program review/continuous improvement responsibility within each of the Standing Committee Terms of Reference, to ensure there is specific reference to this function within the scope of activity of the Committee. The following text is proposed to be inserted immediately prior to the risk management focus paragraph in each of the Standing Committee terms of reference (excluding the Audit Committee of Council):
- The Committee will review service level provision, service delivery strategies and service initiatives in relation to the functions set out in this Terms of Reference on a biannual basis or as required due to changing business or continuous improvement practices or circumstances that substantially affect the above.*
- 7.5 Under a Standing Committee structure it would be proposed that briefings from external parties and/or workshops on items being considered by the committee would be presented as part of an Informal Strategy session with appropriate scheduling of time allocated.

## 8. FURTHER CONSIDERATIONS

- 8.1 Both options allow Council to consider the various items that may need to be considered in the future aligned to the relevant terms of reference, albeit each option has its strength and weakness.
- 8.2 The following table summarises some of these differences for consideration

New Sub Committee	Incorporated into Standing Committee
Potential for confusion as to why the Sub Committee is considering the item rather than the responsible Standing Committee	Allows for the relevant Standing Committee to consider the item within its purpose and responsibility
Not all Elected Members are members of the Sub Committee	Should it be within the Policy & Planning and Budget & Finance Committees all Elected Members get the opportunity to discuss the report prior to presenting to Council.
Allows for briefings and presentations by external parties to inform the outcomes	Less ability to facilitate external parties but can be managed through use of Informal Strategy sessions for briefings
Continuation of existing administration support	Opportunity to streamline administration support
	A Standing Committee can establish a Sub Committee for a particular purpose

## 9. CONCLUSION

- 9.1 The program review initiative has delivered direct savings and also improved outcomes for Council in service delivery.
- 9.2 Having delivered on its original purpose, the initial role and focus of the Program Review Sub Committee is no longer required. However, there is still a desire to maintain a focus on enhancing the way Council delivers its services with an increased emphasis on continuous improvement from the solid base achieved by the comprehensive Council wide program review process.
- 9.3 This report highlights two options for consideration as to how future service and strategic reviews may be managed through the Council committee structure.
- 9.4 Given the diverse nature of service provision, and the existing Committee structure of Council, a modification to the Terms of Reference of all Standing Committees is proposed to facilitate the achievement of this desired outcome, which will still allow the relevant Standing Committee to establish a sub-committee if this is required.

**CO-ORDINATION**

Officer: CEO  
Date: 04/10/2017