



AGENDA

FOR WORKS AND SERVICES COMMITTEE MEETING TO BE HELD ON 20 NOVEMBER 2017 AT CONCLUSION OF BUDGET AND FINANCE COMMITTEE IN THE COUNCIL CHAMBER, 12 JAMES STREET, SALISBURY

MEMBERS

Cr G Reynolds (Chairman)
Mayor G Aldridge (ex officio)
Cr C Buchanan
Cr G Caruso
Cr E Gill
Cr S Reardon (Deputy Chairman)
Cr S White
Cr J Woodman
Cr R Zahra

REQUIRED STAFF

General Manager City Infrastructure, Mr M van der Pennen
General Manager Community Development, Ms P Webb
Manager Communications and Customer Relations, Mr M Bennington
Governance Support Officer, Ms K Boyd
Manager Governance, Mr M Petrovski

APOLOGIES

Apologies have been received from Cr C Buchanan and Cr G Caruso.

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Works and Services Committee Meeting held on 16 October 2017.

Presentation of the Minutes of the Confidential Works and Services Committee Meeting held on 16 October 2017.

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OTHER BUSINESS

CONFIDENTIAL ITEMS

2.9.1 Request for Extension of Confidentiality Orders in Relation to Emerald Green (Ryans Rd)

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

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

*On that basis the public's interest is best served by not disclosing the **Request for Extension of Confidentiality Orders in Relation to Emerald Green (Ryans Rd)** 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.

2.9.2 Future Use of Leased Area - Ingle Farm Recreation Centre

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

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

*On that basis the public's interest is best served by not disclosing the **Future Use of Leased Area - Ingle Farm Recreation Centre** 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 WORKS AND SERVICES COMMITTEE MEETING HELD IN THE
COUNCIL CHAMBER, 12 JAMES STREET, SALISBURY ON**

16 OCTOBER 2017

MEMBERS PRESENT

Cr G Reynolds (Chairman)
Cr G Caruso
Cr E Gill
Cr S Reardon (Deputy Chairman)
Cr S White
Cr J Woodman
Cr R Zahra

OBSERVERS

Nil.

STAFF

Acting Chief Executive Officer, Mr C Mansueto
General Manager City Development, Mr T Sutcliffe
Acting General Manager City Infrastructure, Ms K Pepe
General Manager Community Development, Ms P Webb
Manager Governance, Mr M Petrovski
Governance Coordinator, Ms J Rowett
PA to General Manager Community Development, Mrs B Hatswell
Team Leader Civil Design & Traffic, Mr J Tamas

The meeting commenced at 7:06 pm

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

APOLOGIES

An apology has been received from Cr C Buchanan.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr R Zahra
Seconded Cr J Woodman

The Minutes of the Works and Services Committee Meeting held on 18 September 2017, be taken and read as confirmed.

CARRIED

Moved Cr R Zahra
Seconded Cr S White

The Minutes of the Confidential Works and Services Committee Meeting held on 18 September 2017, as amended at Item 2.9.1 SPDSC3, be taken and read as confirmed.

CARRIED

REPORTS

Administration

2.0.1 Future Reports for the Works and Services Committee

Moved Cr R Zahra
Seconded Cr G Caruso

1. The information be received.

CARRIED

Property

2.5.1 Carisbrooke House - Future Use

Moved Cr G Caruso
Seconded Cr S White

1. The item be deferred and staff provide further information regarding the option of sub-division and sale of Carisbrooke House with appropriate encumbrances and rights of way.

CARRIED

2.6.1 Capital Progress Report - September 2017

Moved Cr R Zahra

Seconded Cr S White

1. Following community consultation, retain the playground currently located at Hailes Green, Salisbury, and return the associated project balance of \$9k within PR20018 Play Space / Playground Renewal Program.
2. Amend the 2017/18 PR22843 Plant and Fleet Replacement Program to reflect the changes as set out in this report (Item No. 2.6.1 Works and Services Committee, 16 October 2017).
3. Amend the 2017/18 PR13952 School Zones and Pedestrian Crossings Program to reflect the change as set out in this report (Item No. 2.6.1 Works and Services Committee, 16 October 2017).
4. The 2017/18 PR18097 Building Renewal Program as set out in this report (Item No. 2.6.1 Works and Services Committee, 16th October 2017) be endorsed for detailed design and implementation.
5. Amend the 2017/18 PR20548 Bridge Renewal Program to reflect the changes as set out in this report (Item No. 2.6.1 Works and Services Committee, 16th October 2017).
6. Due to an unsuccessful grant application, include within the 2017/18 First Quarter Budget Review, the adjustment of expected income from \$75k to \$0, defer the associated Greenfields Industrial Area Traffic Improvement project for future consideration whilst retaining the \$75k expenditure budget within the program to supplement costs incurred constructing the new roundabout at RM Williams / Wright Road, eastern intersection.
7. Approve the inclusion of a non-discretionary 2017/18 First Quarter Budget Review \$30k additional expenditure budget allocation for PR23413 Mawson Lakes Fitness Loop and Equipment project.
8. Include within the 2017/18 First Quarter Budget Review, the additional \$54k income and expenditure associated with PR23459 Fairbanks Reserve & Byron Bay Traffic, with the result being nil effect.
9. Include within the 2017/18 First Quarter Budget Review an approved \$20k non-discretionary bid for PR23459 Fairbanks Reserve & Byron Bay Traffic to address the fitness loop additional expenditure.
10. Include within the 2017/18 First Quarter Budget Review an adjustment to income and expenditure budget within PR22512 Drainage & Waterways Planning Program to amend income budget from \$60k to \$0, expenditure budget from \$60k Council contribution to \$70k, with the approval to action upon acceptance of this report.

CARRIED

2.6.2 Dog Parks for Small Dogs

Moved Cr S Reardon
Seconded Cr G Caruso

1. The information within this report be received and noted.
2. A budget bid for small dog park areas be developed for consideration as part of the 2018/19 budget deliberations and this includes construction costs for dog parks and legal costs for the by-law review.

CARRIED

2.6.3 Flooding Issues - Anzac Plantation Catchment, Salisbury Heights

Moved Cr G Caruso
Seconded Cr J Woodman

1. Council receive and note the information in this report.

CARRIED

2.6.4 Salisbury Wetlands - Management and Opportunities

Moved Cr S White
Seconded Cr G Caruso

1. That the report be received and noted.
2. That Council note the ongoing importance of the Salisbury wetland program in contributing to the Adelaide Coastal Water Quality Improvement Plan, managed by the SA EPA.
3. That staff proceed with detail design and costings to facilitate kayaking at the Greenfield wetlands and report back to Council.

CARRIED

OTHER BUSINESS

Nil

CONFIDENTIAL ITEMS

2.9.1 Revocation of Community Land Classification for the whole of Neales Green, a portion of Salisbury Oval and the whole of St Jays Recreation Centre

Moved Cr S Reardon
Seconded Cr J Woodman

1. *Pursuant to Section 90(2) and (3)(b)(i) and (b)(ii) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*

- it relates to information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and

- information the disclosure of which would, on balance, be contrary to the public interest.

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 at this time would protect Council's commercial position as public disclosure may provide third parties with a commercial advantage.

*On that basis the public's interest is best served by not disclosing the **Revocation of Community Land Classification for the whole of Neales Green, a portion of Salisbury Oval and the whole of St Jays Recreation Centre** 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

The meeting moved out of confidence at 7:56 pm

The meeting closed at 7:56 pm.

CHAIRMAN.....

DATE.....

ITEM	2.0.1
	WORKS AND SERVICES COMMITTEE
DATE	20 November 2017
HEADING	Future Reports for the Works and Services Committee
AUTHOR	Michelle Woods, Projects Officer Governance, CEO and Governance
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This item details reports to be presented to the Works and Services Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

RECOMMENDATION

1. The information be received.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 Historically, a list of resolutions requiring a future report to Council has been presented to each committee for noting.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Report authors and General Managers.
- 2.2 External
 - 2.2.1 Nil.

3. REPORT

3.1 The following table outlines the reports to be presented to the Works and Services Committee as a result of a Council resolution:

Meeting Item	Heading and Resolution	Officer
28/02/2011 2.1.3	Update of Council's Flood Management Strategy 4. On completion of the Flood Plain Mapping an amended Stormwater Management Plan be submitted to Council for endorsement. Due: December 2017	Dameon Roy
14/12/2015 NOM3	Traffic monitoring, Kesters Road between Main North Road and Ceafield Road 1. That following the opening of the Masters store and other new businesses on Main North Road, staff undertake traffic monitoring on the lower part of Kesters Road, between Main North Road and Ceafield Road to determine the impact of the operation of those businesses on traffic flow and volume in the area. The report should include consideration of: a. The requirement for additional parking restrictions in the area b. Vehicle movements of heavy and long vehicles through the area c. Risks to public safety as a result of changed traffic patterns. Due: December 2017	Dameon Roy
29/03/2016 2.2.2	Implementation of Free Bike Hire Scheme (in conjunction with Bike SA) - investigation findings 3. The implementation of a Free Bike Hire Scheme within the City of Salisbury be considered again in three years. Due: March 2019	Adam Trotman
26/04/2016 6.4.3	Your Tutor Trial 2. Report on Outcomes of the Your Tutor Trial to be included on the futures report for Works and Services, and scheduled for March 2017. Due: June 2018	Jo Cooper
24/10/2016 2.4.1	St. Kilda Mangrove Trail Status Update 3. That staff continue to investigate future options for the mangrove trail with a further update report to be provided in June 2017. Due: December 2017	Dameon Roy / Jarred Collins

22/05/2017	Investigation of Costs Associated with Waterslide/Diving Platform Installation at Salisbury Recreation Precinct	Adam Trottman
2.1.1	2. A decision regarding the installation of the water play feature be deferred pending council consideration of a long term plan for the aquatic facilities.	
Due:	June 2018	
26/06/2017	Solar Lighting and Basketball Hoop Wire Mesh Net, Community Gardens at Heyford Reserve (Catalina Avenue), Parafield Gardens	Adam Trottman
2.1.1	4. Staff report back on a comprehensive review of community gardens in reserves.	
Due:	January 2018	
24/07/2017	Variation to Council Decision 1783/2017: St Kilda Master Plan - Stage 2	Greg Ratsch
NOM1	3. That authorisation to progress with priorities 3 to 8 inclusive provided in the St Kilda Stage 2 – Marine Recreation Precinct and Mangroves Master Plan be subject of consideration of further reports to Council.	
Due:	February 2019	
28/08/2017	Reduction of damage caused by fish/animals - Mawson Lakes	Dameon Roy
NOM2	1. That staff report back on options for reducing the damage caused by fish/animals in the waters of Mawson Lakes such as Carp, including consideration of whether stocking the lake with alternative fish species will positively impact the native ecosystems.	
Due:	December 2017	
28/08/2017	Dedicated Dog Park at St Kilda	John Darzanos / Craig Johansen
3.3.1 Further Motion	1. That staff report back on options for installation of a dedicated dog park at St Kilda.	
Due:	November 2017	
Deferred to:	January 2018	
Reason:	This will be addressed as part of the Dog and Cat Management Plan review.	
25/09/2017	Expressions of Interest - Facility (Southern End) and fenced playing field at Adams Oval, Salisbury North	Tim Starr
2.5.3	6. That a further report be brought back to Council outlining discussions with the Pooraka Football Club and the Metro United Football Club.	
Due:	December 2017	
Deferred to:	February 2018	
Reason:	Discussions with the clubs are yet to commence.	

25/09/2017 NOM3	Flood Management 1. That Staff report back with a comprehensive report providing details of areas within the City of Salisbury that are currently subject to flooding or inundation during periods of heavy rainfall and any planned and ongoing work undertaken to mitigate the impact of flooding across the City. Due: December 2017	Dameon Roy
23/10/2017 NOM1	Anti-Poverty Network 3. That Council staff bring back a report on what resources and services it currently provides to homeless, low income and unemployed. Due: December 2017	Pippa Webb
23/10/2017 NOM2	Illegal Dumping 1. That staff report on strategies undertaken by Council in addressing illegal dumping. 2. That staff report on any further opportunities to increase utilisation and accessibility to current waste disposal services offered by the City of Salisbury. Due: December 2017	Mark Purdie
23/10/2017 NOM8	Clean Up of Creeks/Trails 1. Staff report back on the current maintenance schedule over the last 5 years of our creeks, in particular the Little Para trail system. 2. Staff report back on the number of Council employees or contractors assigned to this task and how often this task is undertaken. 3. Staff provide costing of employing two full time Council employees, dedicated to maintaining and cleaning our trails, creeks and catchments (including ANZAC plantation, Salisbury Heights and required clean up in associated reserve/floodway). Due: February 2018	Mark Purdie
23/10/2017 1.1.3- YCOB1	Salisbury North Skate Park Upgrade 1. That staff provide a report in December 2017 with costings for upgrading shading, seating and lighting and refurbishing the Salisbury North Skate Park for budget consideration. Due: December 2017	Craig Johansen
23/10/2017 2.6.4	Salisbury Wetlands - Management and Opportunities 3. That staff proceed with detail design and costings to facilitate kayaking at the Greenfield wetlands and report back to Council. Due: February 2018	Bruce Naumann

23/10/2017 Cnl-OB1	Salisbury United Football Club That a report be brought forward advising how Council can support the Salisbury United Football Club with advice/assistance regarding to the issues presented to Council by the Club Secretary in an email dated 22 October 2017. Due: February 2018	Karen Pepe
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4. CONCLUSION / PROPOSAL

- 4.1 Future reports for the Works and Services Committee have been reviewed and are presented to Council for noting.

CO-ORDINATION

Officer: Executive Group
Date: 13/11/2017

ITEM	2.2.1
	WORKS AND SERVICES COMMITTEE
DATE	20 November 2017
HEADING	The Salisbury Home and Community Services Business Model Project (Aged and Disability Services) post 2020
AUTHOR	Vesna Haracic, Manager Community Health & Wellbeing, Community Development
CITY PLAN LINKS	3.1 Be an adaptive community that embraces change and opportunities. 3.3 Be a connected city where all people have opportunities to participate. 4.2 Develop strong capability and commitment to continually improve Council's performance.
SUMMARY	<p>The Aged Care and Disability sectors in Australia are currently undergoing the most significant changes ever experienced.</p> <p>This report provides an update on the "Home and Community Services Business Model Framework" document which identifies and informs future options for the aged and disability services council currently provides. In addition it provides a preliminary analysis to support future decision making by the council to proactively manage the reforms.</p>
RECOMMENDATION	<ol style="list-style-type: none"> 1. Information be received. 2. Council note the consultant's report on the future directions of Aged Care and Disability Services. 3. Council note the decision criteria in determining the future of Councils role in Home and Community Services to create a sustainable financial model that mitigates Councils exposure to risk. 4. That the Community Health and Wellbeing Division proceed to develop a detailed business plan for: <ul style="list-style-type: none"> - Option 2 – Expand the current services scope volume. Continue to provide the current low-level home support and group programs for both aged and disability services. - Option 3 - Diversify into new service areas. Grow and diversify to offer the current service mix across all aged and disability services, but retain the low-risk criteria (low-level home support and group programs). - Option 6 - Hybrid service, continuity and diversification. Council <ol style="list-style-type: none"> (a) funds and directly provides a limited scope of baseline services (eg. social programs operating in the Jack Young Centre), and (b) transfers all other service delivery (both current and potential future mix) to a separate business unit.

ATTACHMENTS

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

1. Home and Community Services Business Model Framework

1. BACKGROUND

- 1.1 The City of Salisbury has been a leader in the provision of home and community services for almost three decades. The Community Health and Wellbeing (CH&W) division has kept up with the latest information and have been undertaking transition planning since 2012. This has involved continuously transforming the way we deliver services, such as using co-design approaches with a focus on independence and consumer direction – consumer choice and control. We have maintained engagement with older people to keep them informed about future changes. CH&W division has focused on training staff and volunteers to ensure they have appropriate skills and knowledge to provide services in a new aged care environment.
- 1.2 Our role is to support community health and wellbeing, support older members of our community to have the opportunity to live in a supportive environment, have access to services and community connections and have a voice in the issues that affect their lives.
- 1.3 We are often the first point of contact for older members of our community, who have a strong sense of trust in council services. This results in Council supporting the more vulnerable members of our community and providing Council services or advice, advocacy and referral to other services.
- 1.4 Salisbury Home and Community Service is council's largest externally recurrent funded program with over \$2 million per annum external funding. In the period of 1 July 2015 to 30 June 2017 the program supported over 4000 people to remain living independently at home and actively participating in the community.
- 1.5 The range of services and programs delivered through Home Assist, Jack Young Centre, Para Hills Centre and Pine Lakes Centre are well established and widely known. These have become recognised and reputable services within the City. In the period 1 July 2016 to 30 June 2017 the program supported 2804 customers with 215,600 units of services.
- 1.6 Our Senior Centres have membership of over 1600 people. Around 600 older people visit the JYC on a weekly basis. We provide around 400 dine in meals a week and sell about 150 frozen meals to local aged/disable residents.
- 1.7 Around 130 older people visit Para Hills Centre every month, with the Monday and Friday groups offering a meal and social connection for the more frail members of our community, totaling 300 units of support per week.
- 1.8 In the last financial year Home Assist supported 1350 customers with 81,000 units of services involving domestic assistance, home maintenance, home modifications and support with accompanied shopping. In addition to the services above, 682 customers were supported with over 13,000 transport trips.

- 1.9 The Community Health and Wellbeing division employs 32 staff and engages 42 local businesses and 158 volunteers who support the delivery of services. This engagement strategy supports linkages to and employment for local people and expands our service delivery skill base.
- 1.10 The City of Salisbury Ageing Strategy 2015-2020 – ‘Age Friendly Salisbury’ endorsed by the council in October 2015 provides clear direction for Council ensuring that older residents of Salisbury have the opportunity to live in a supportive environment, have access to services and community connections and have a voice in the issues that affect their lives.
- 1.11 The Community Health and Wellbeing division is recognised for its excellent work in delivering programs and services to older people, advocating for the delivery of appropriate initiatives within the region, and for providing a welcoming and supportive environment.
- 1.12 We have received four Awards for the CH&W division since October 2016.
- The Active Ageing Award in October 2016 recognised the range of services we provide which promote the value of a full, active life to the growing fifty plus age group.
 - In March 2017 the Division won the 2016 Governor’s Multicultural Award in the Public Sector category for an outstanding contribution to multiculturalism in South Australia across a range of sectors, and our increased understanding of the benefits of cultural diversity in the community.
 - In April 2017, the division won the '16th Annual Local Government Professionals Australia SA Leadership Excellence Award' within the 'Leadership in Community Services' category as recognition of the excellent work of the division in building its community capacity. This is indicative of our long term vision for sustainable engagement with our diverse communities.
 - In June 2017, Aged and Community Services Australia (ACSA) SA &NT awarded the City of Salisbury Community Health and Wellbeing Division the 'Aged and Community Services Australia Service Excellence for Cultural Diversity in Ageing Award'. The ACSA Award for excellence celebrates individuals and providers who have worked hard to make a difference in the lives of older people, people with disabilities and their carers, and those of the aged and community services sector. This was a first recognition of work of LG in the aged and community sector area.

AUSTRALIAN GOVERNMENT POLICY CHANGE

- 1.13 The aged care and disability sectors in Australia are currently undergoing the most significant changes ever experienced in the sector since the introduction of Medicare in the 1970’s.
- 1.14 The ten year plan for aged care reform has been guided by the Productivity Commission Enquiry into an Ageing Australia (2011), The Commonwealth Government’s Living Longer Living Better Report (2012), legislated reforms (2013) and the Increasing Choices in Home Care (2015) direction.
- 1.15 This reform has been implemented at fairly rapid pace over the last 2-3 years and this is expected to continue over the next two years with key changes scheduled for July 2018 and July 2020.

- 1.16 Disability reform is guided by the National Disability Insurance Scheme (NDIS), which is the new way of providing support for Australians with disability, their families and their carers.

TIMELINES

- 1.17 Currently the date scheduled for full implementation of the Commonwealth Government's reforms is July 2020.
- 1.18 It is still unclear how the Aged care reforms will affect LGs services and there is a risk in making decisions without having full information from the Commonwealth. We are expecting to have more detailed information for future Commonwealth Home Support Programme (CHSP) funding by July 2018.
- 1.19 Disability reform change (NDIS) has been implemented in each state as a trial, and work continues across Australia on the roll-out. From 1 July 2017 NDIS was rolled out in Adelaide's Northern Region which include City of Salisbury, City of Playford, City of Port Adelaide Enfield (East).

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 General Manager, Pippa Webb , Community Development
- 2.1.2 CH&W Leadership Team

2.2 External

- 2.2.1 Greg Adey, Director g88 Consulting
- 2.2.2 City of Playford

3. REPORT

- 3.1 The two reforms in Aged Care and NDIS present both opportunities and challenges. The purpose of this paper is to provide council with information regarding the proposed strategy relating to the aged and disability care reforms. This strategy maintains maximum flexibility and a low risk approach to ensure that all business models can be explored in the context of these reforms and the timing of the reforms.
- 3.2 In September 2016 the City of Salisbury started working with the City of Playford on a joint partnership project to consider the transition options for community aged care and disability services.
- 3.3 The first stage of the project was to conduct a preliminary feasibility analysis to support future decision-making by each Council.
- 3.4 In the first stage the consultant and staff identified a range of service delivery options. The options for future service delivery range from exiting from service delivery through to expanding services. The development of future services includes several scenarios and models.
- 3.5 At the Informal Strategy meeting on 3 October 2017, the first stage draft of the Home and Community Services Business Model Framework was presented by staff and the business consultant.

- 3.6 The report highlighted that there are two options aligned with the current Council community commitments and the new deregulated service markets:
- a) grow the current service mix in line with increased demand and funding, but only within the current separate programs for disability and older people.
 - b) grow and diversify the current service mix by providing the same low-level programs across markets (National Disability Insurance Scheme, Commonwealth Home Support Programme, Home Care Package Programme).
- 3.7 At the Informal Strategy meeting it was suggested that the following be incorporated into the draft document:
- c) Add an additional Option 6 (Hybrid Service Continuity and Diversification) to the “Business Model Options” section on pg4, pg18, pg21.
 - d) Include the likely negative impact on the volunteer workforce as a risk in the Exit Option on pg20.
 - e) Under decision making criteria, ensure that clear reference is made to a viable and sustainable financial model which reduces exposure, underpinned by organisational expertise and resources pg12.

4. NEXT STEPS

- 4.1 The recommendations contained within the Consultants preliminary report are that staff continue to:
- Use the transition period to undertake detailed scenario modelling and a three-way financial feasibility analyses (best, mid and worse case) of a range of preferred options, as the precursor to making formal recommendations to the Chamber.
 - Explore the options 2, 3 and 6 (2 in the consultant’s report and the third suggested at informal strategy) and present comparative business cases to Council early next year, in order to inform decision making.
 - Develop the required unit costing methodology to enable compliance with competitive neutrality (‘cost reflective pricing’) and accurate business case analysis. Prioritises the business case analysis of immediate opportunities to expand service provision in the relevant NDIS service domains compatible with Council’s current level of expertise (low level non-clinical home support, community engagement and social connection).
 - Actively project manage the reform readiness requirements through an integrated business plan as current Commonwealth Home Support funding is assured until 1st July 2020.
 - Identify specific areas and processes (eg. establishing a Regional Authority) where the Salisbury and Playford Councils can collaborate in providing home and community programs to add value to local community wellbeing, operating efficiencies, operating expertise and optimum asset utilization.

- Explore, and where appropriate establish, formal and informal partnerships with Registered and Approved Providers to optimize utilisation of Council assets and infrastructure on a fee-for-service basis through individual client budgets.
- Our current contract for the Commonwealth Home Support Programme (CHSP) is until 1st July 2018. As announced on 9 May 2017 as part of the 2017-18 Federal Budget, the Australian Government has agreed to extend funding arrangements for the Commonwealth Home Support Programme (CHSP) for up to two years to 30 June 2020. The new funding agreements will be offered to CHSP service providers from 1 July 2018.
- This extension provides certainty of funding for the City of Salisbury service to 30 June 2020. We are expecting to have more detailed information for future Commonwealth Home Support Programme (CHSP) funding past 2020 by July 2018. This means that the Community Health and Wellbeing Division can continue to plan for a second stage of the ‘Home and Community Services Business Model Framework’ for a development of a sustainable business model past 2020.
- We have allocated budget within external CHSP funding to cover consultancy cost for the development of the second stage of Salisbury Home and Community Care Business Model Framework.

5. CONCLUSION / PROPOSAL

- 5.1 The Aged Care and Disability sectors in Australia are currently undergoing the most significant changes ever experienced. Reforms are expected to continue over the coming years.
- 5.2 This report provides an overview of the changes made to the ‘Home and Community Services Business Model Framework’ following feedback from Informal Strategy at the 3 October 2017 meeting.
- 5.3 It is proposed that the Council continue to support staff to undertake second stage of the ‘Home and Community Services Business Model Framework’ and provide council with business models for comparison.
- 5.4 Final business model framework will have the capacity to fuse Commonwealth funded services with Councils’ contribution ensuring sustainability in the longer term. This will ensure that people with disability and older people in Salisbury have the best opportunity to achieve wellbeing through maintaining independence and social connections.
- 5.5 A robust decision making process will be used to refine detailed recommended options which will be presented to the Executive and the Council for endorsement in July 2108.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 13/11/2017



HOME & COMMUNITY SERVICES BUSINESS MODEL FRAMEWORK

Older people and people with a disability

*Confidently managing future
challenges and opportunities*

October 2017



Strong foundations, confident future

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Executive Summary:

We are at the front end of the biggest reforms to Australia's social health system since the introduction of Medicare in 1975. With the common principles of individual choice and control, market competition between providers, and a focus on restorative care and wellbeing, the provision of aged care and disability services is being totally restructured.

This review was undertaken as a collaborative project between the City of Salisbury and the City of Playford. Its objective is to provide a preliminary analysis to support future decision-making by Council to proactively manage the reforms. How the future state will impact on Council services is still unclear due to incomplete detail about proposed business rules and shifting government timeframes. However, the initial scenario modelling provides a sound basis for confidence and optimism about maintaining current services, and also potentially expanding and diversifying within a risk-managed scope. The next project stage will undertake detailed business case analysis of the options, which will be presented to Council as formal recommendations.

The reforms to both aged care and disability services are essentially a change in *how* funding and services are distributed through competition between providers. There is only minimal change to the actual type of services offered. Additionally, the markets remain highly regulated by the government, not only to influence quality but also to manage its fiscal risk.

While recent government decisions have slowed the expected pace of reforms, it remains essential for the City of Salisbury to maintain its 'reform readiness' action plans. It is still important to explore all current opportunities to refresh the Council's approach to how its home and community services can optimise resident health and wellbeing, while fostering economic development and community capacity. These decisions have major long term implications for Councils and the communities they serve.

Because the client would now choose the provider, this gives Councils the opportunity to consider not only current service offering but also to grow their community reach, in ways which can be effectively risk managed in the new competitive market. Similarly, there is also a funded growth opportunity within Council's natural domains of community capacity building and equity-based access to mainstream community lifestyle assets.

Recent NDIS supply and demand data released by the SA government indicates the following:

- For the Northern Adelaide market, an additional \$240million in funding will be made available to support 5000 more people with a disability;
- Over 80% of the additional funding will go towards "assistance with daily life" and "increased social and community participation", which are domains aligned with Salisbury Council's current service delivery;
- The City of Salisbury will have the largest number of new entrants (approximately 1700).

The preliminary business models explored in this review indicate that the reforms provide viable and sustainable funded opportunities which would support Council's holistic commitment to local community wellbeing. While a level of culture change will be required to achieve the required balance of a 'business' mindset within the Council's mission and values, this shift should be seen as a positive contribution to service excellence.

This review also demonstrates that Council has the experience and expertise to confidently manage the challenges and opportunities associated with these major health sector reforms.

A number of options have been identified which are broadly compatible with Council's strategy, mission and organisational capabilities and capacity. These preliminary discussions are intended to stimulate a robust informed conversation, which can then be followed by more detailed business case analyses of a range of preferred options (which are summarised in the following table):

1. Status quo	Only suitable during the transition period (Disability 2017-2018, and Aged Services 2017-2020. This option doesn't take advantage of the new current revenue opportunities in both aged and disability services.
2. Expand the current services scope volume	Continue to provide the current low-level home support and group programs in the new consumer-driven market, which is growing for both aged and disability services.
3. Diversify into new services areas	Grow and diversify to offer the current service mix competitively across both aged and disability services areas, but retain the low-risk criteria (low-level home support and group programs).
4. Full participation	Expand the services scope within Council's parameters to provide a full range of services to the aged and disability sector.
5. Exit formal funded programs	a) Exit all services provision b) Exit from the government funded services (age and/or disability), and provide only services within the limits of current Council funding.
6. Hybrid service continuity and diversification	Council (a) funds and directly provides a limited scope of baseline services (eg. group programs operating in the Jack Young Centre), and (b) transfers all other service delivery (both current and potential future mix) to a separate business unit.

While all Options are to be fully assessed, it should be noted that two Options represent a low risk, natural progression for Council home and community programs:

- **grow the current service mix** in line with increased demand and funding, but only within the current *separate* programs for disability and older people;
- **grow and diversify the current service mix** by providing the same low-level programs across markets (NDIS, CHSP, HCPP).

Based on this initial analysis, it is also evident that:

- presently there are currently no perceived operational risks to suggest that Council should exit from current service provision; and
- a decision to "fully participate" in the deregulated community service markets is unlikely to be compatible with Council's short to medium term strategies, but could represent a future business development option once the market dynamics are settled.

It should also be noted that any decision to exit or limit direct Council service provision may have a significant negative impact on opportunities for local **volunteering**. It is widely recognised that volunteering has a meaningful and positive benefit for citizens, families and communities, as well as for the individual volunteer worker.

Recommendations:

To support the capacity of the Council's home and community services to successfully manage the challenges and opportunities related to the aged and disability sector reforms, it is recommended that Council:

1. Staff to proceed developing a comprehensive business case analysis for the preferred options.
2. Note that two Options are particularly aligned with (a) current Council community commitments and (b) the new deregulated service markets:

- **grow the *current* service mix** in line with increased demand and funding, but only within the current *separate* programs for disability and older people
 - **grow and diversify the *current* service mix** by providing the same low-level programs across markets (NDIS, CHSP, HCPP);
3. Actively project manages the reform readiness requirements through an integrated business plan;
 4. Uses the transition periods to undertake detailed scenario modelling and three-way financial feasibility analyses (best, mid and worse case) of a range of preferred options, as the precursor to making formal recommendations to the Chamber;
 5. Prioritises the business case analysis of immediate opportunities to expand service provision in the relevant NDIS service domains compatible with Council's current level of expertise (low level non-clinical home support, community engagement and social connection);
 6. Develops the required unit costing methodology to enable compliance with competitive neutrality ('cost reflective pricing') and accurate business case analysis;
 7. Identifies specific areas and processes (eg. establishing a Regional Authority) where the Salisbury and Playford Councils can collaborate in providing home and community programs to add value to local community wellbeing, operating efficiencies, operating expertise and optimum asset utilisation;
 8. Explore, and where appropriate establish, formal and informal partnerships with Registered and Approved Providers to optimise utilisation of Council assets and infrastructure on a fee-for-service basis through individual client budgets.

This report is indebted to the hard work and invaluable insights of the Project Team:

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Abbreviations:

CALD:	Culturally and Linguistically Diverse
CHSP:	Commonwealth Home Support Programme
EBA:	Enterprise Bargaining Agreement
H&CS:	Home and Community Services
HACC:	Home and Community Care
HCPP:	Home Care Package Program
ICT:	Information and Communications Technology
ILC:	Information, Linkages and Capacity Building (an NDIS program area)
NDIA:	National Disability Insurance Agency
NDIS:	National Disability Insurance Scheme

BACKGROUND

The City of Salisbury has been a leader in the provision of home and community services for almost three decades.

The Community Health and Wellbeing (CH&W) division has diligently improved its expertise and systems in line with the government reform agenda. Because the division has been undertaking transition planning since 2012, they are well positioned to adapt to the new market context. This has involved continuously transforming the way services are delivered, such as using co-design approaches with a focus on independence and consumer-directed choice and control. They have maintained engagement with older people to keep them informed about future changes. The CH&W division has focused on training staff and volunteers to ensure they have right skills and knowledge to provide services in a new aged care and disability environment.

CH&W are often the first point of contact for older members of the community, who have a strong sense of trust for Council services. This often results in CH&W supporting the more vulnerable members of the community and providing advice, advocacy and referral to other services.

The City of Salisbury 'Ageing Strategy 2015-2020 – Age Friendly Salisbury' endorsed by the Council in October 2015 provides clear direction for Council, through the CH&W division, to ensure that older residents of Salisbury have the opportunity to live in a supportive environment, have access to services and community connections and have a strong voice in the issues that affect their lives.

The City of Salisbury affirms that people living with a disability have the same rights as other citizens to be part of the social, cultural, economic and political life of the City. 'Beyond the Ramp' - The City of Salisbury's Strategic Inclusion Planning Framework is Council's response to the aspirations and expressed needs of people with a disability living and working in the City of Salisbury.

The range of services and programs delivered through Home Assist, Jack Young Centre, Para Hills Centre and Pine Lakes Centre are well established and widely known. They have become recognised by Council residents as expected and reputable services within the City.

Salisbury Home and Community Service is Council's largest externally recurrent funded program with over \$2 million per annum external funding. The program supports over 3,000 people per annum with around 250,000 units of supports for older residents of the City.

STRATEGIC & OPERATING CONTEXT:

The disability and aged care sectors are at the front end of the most significant reforms to Australia's social health system since the introduction of Medicare four decades ago. The provision of aged care and disability services is being totally restructured guided by the common principles of individual choice and control, market competition between providers, and a focus on wellness, reablement and restorative care.

Nevertheless, the government-funded home and community services sector remains highly regulated, with controls on pricing, approved provider status, stringent quality auditing and a tightly defined eligibility for what services will be funded. While there is a definite shift to introducing competition between providers, the risks of market failure are being stringently managed through government control of the market functions.

For the City of Salisbury, there are four key funding streams of relevance:

- **The Commonwealth Home Support Program (CHSP)** providing group and 1:1 services for older people over the age of 65 for example domestic assistance, minor home maintenance and modifications, transport, shopping assistance (Social Support - Individual), social activities (Social Support - Group) and meals;

- **The Home Care Package Program (HCPP)** providing four levels of care complexity for older people over the age of 65 (not currently provided by Council) for example level 1-4 Home care Package that provides a co-ordinated aged care services mix tailored to meet consumer’s specific care needs to help them stay in their own home as long as possible, give them choice and flexibility in the way their care and services are provided at their home;
- **The National Disability Insurance Scheme (NDIS)** for people aged 18-64 years. We currently deliver three disability specific programs for people with disability - Fun on Friday, The Men’s Shed and Salisbury Social Group;
- **The SA Home and Community Care (HACC)** program provide low level services (domestic, transport, minor maintenance and modification, social, meals) for people under 65 with a disability.

Table 1: Program Transition

Program	Sector Transition
CHSP (older people)	<ul style="list-style-type: none"> • Was scheduled to merge with the HCPP beginning July 2018. • However, the government advised on May 9th that current CHSP contracts (block funding) will be extended until 30 June 2020. • No business rules or funding parameters have been determined for the future merged CHSP and HCPP, though changes to the current block funding have been flagged.
HCPP (older people)	<ul style="list-style-type: none"> • The new business rules and funding scope are in place (individual budget, package portability)
Disability SA → NDIS	<ul style="list-style-type: none"> • The NDIS business rules and pricing are in place (including individual budget, package portability) • The full roll-out for all ages commences in the northern suburbs in July 2017. • Eligible currently funded clients of Disability SA will transition to NDIS during 2017-18, and new clients will commence from July 2018.
SA HACC (disability)	<ul style="list-style-type: none"> • Current funding will continue until June 30 2018. • Future arrangements will be negotiated with the sector over coming year.

All of the government funded programs are in transition, and the key timelines are summarised in the following table:

Legend:

Green: transition started, with an end timeline of 2020

Blue: transition started, uncertain end timeline

Red: transition just started, expected completion by July 2018

	Feb 2017	July 2017	July 2018	July 2019	July 2020
HCPP [new opportunity]	●-----●				
CHSP [merging with HCPP]	●-----●??				
Disability SA [transition]	●-----●		●-----●		
NDIS [new framework]		●-----●			
SA HACC [uncertain]	●-----●??				

The extent of the opportunity for the City of Salisbury becomes clearer when it is noted that government funding for both HCPP and NDIS are being dramatically increased over the next few years, until plateauing after the full roll-out.

Similarly, even though the funding details of the future CHSP programs have not yet been determined, the increase in the aged population (see Table 3 below) in the north will attract additional funding to meet their needs. These programs are currently the main source of funding for Council services supporting older people.

Home care packages for older people

Although Council is already an aged care Approved Provider, it does not currently offer these specific home care packages. However, as of February 2017 eligible care recipients are now able to choose their preferred provider, and their packages are portable. It is expected that older people will look to Council to deliver home care services across the continuum of care, and local residents are already making enquiries to Council.

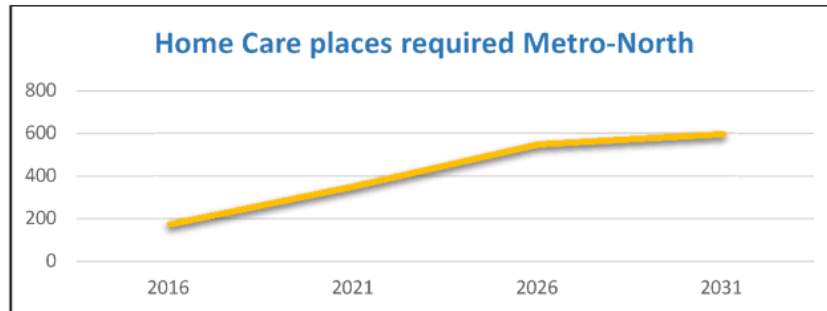
The ratio of **Home Care packages** is being increased from **30** places per 1000 people aged 70 and over to **45** places by 2021-22 (a 50% increase), with home care emerging as the default option for aged care;

Metro-North shows the largest projected supply gap in the Adelaide metropolitan region for both residential care places and home care packages. The region is also expected to experience the highest aged population growth (in both numbers and percentage) over the period to 2031.

Table 3: Population forecast – Older people aged 70+

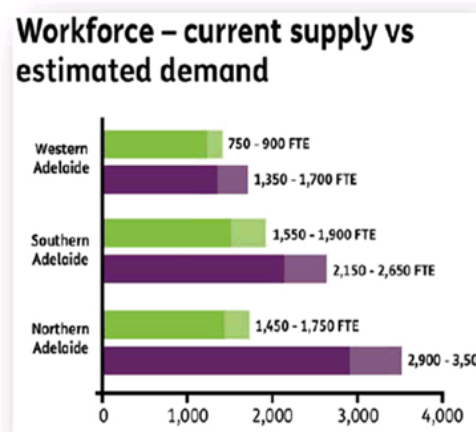
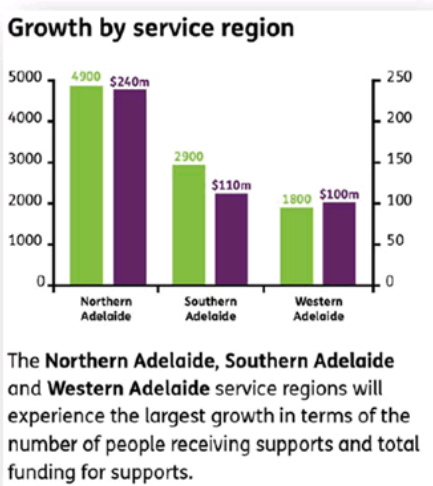
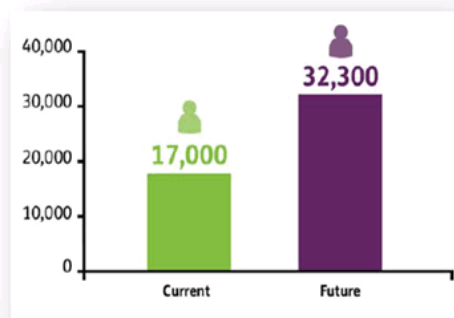
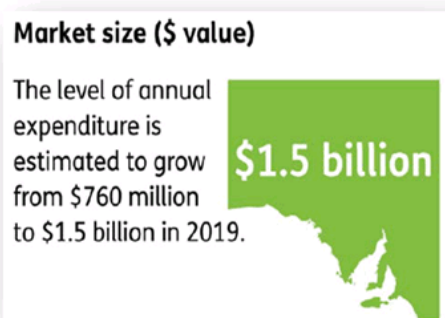
Metro North	2016	2021	2026	2031
Aged 70+	41,684	51,811	60,519	62,711
Aged 80+	14,051	16,203	19,975	21,548
% increase 70+		24.29%	45.19%	50.44%
% increase 80+		15.32%	42.16%	53.35%

Graph 1: Growth in Home Care Places – Metro-North



NDIS services for people with a disability:

The full roll-out of NDIS in South Australia will commence in northern region from July 2017, impacting community services, economic development and employment growth. This is summarised in the following infographics:



Recent NDIS supply and demand data released by the SA government indicates the following:

- for the Northern Adelaide market, an additional \$240million in funding will be made available to support 5000 more people with disability supports;
- over 80% of the additional funding will go towards “assistance with daily life” and “increased social and community participation”, which are domains aligned with Salisbury Council’s current service delivery; and
- the City of Salisbury will have the largest number of new entrants (approximately 1700).

Summary:

The reforms taking place in the health and community sectors are of great importance to Salisbury Council, and need to be managed proactively in the context of local government responsibilities.

LOCAL GOVERNMENT CONTEXT:

Strategy:

One of the City of Salisbury’s strategic intents is to develop “a flourishing City with opportunity for all” which celebrates its diversity, is age-friendly, and where people are supported to participate in community life. To achieve these objectives, Council has a diverse, integrated role which encompasses leading and planning, advocacy and facilitation, direct service provision, partnerships and brokerage, funding, and information provision.

Addressing these reforms is strongly aligned with Council's commitment to community capacity building and inclusiveness and social participation to strengthen health and wellbeing. The reforms bring new opportunities for Council to strengthen its role in this area.

Current service provision:

The Council is already a disability and aged care service provider, and has a long history of excellence in this field. This is recognised by the government funders and regulators, who are very cognisant of the long history and importance of Councils' contribution to these community health and well-being programs.

The City of Salisbury is currently funded by Government (both Commonwealth and State) to provide a range of home and community services for both older people and for people with a disability. Through these programs Council supports approximately **3,300 clients**. Government funding and client co-contributions for these programs is over **\$2million**, and the Council provided an additional \$191,000 in the 2016-17 budget for community programs for these two needs groups (and an additional \$100,000 to support Transport programs for access to services and community participation).

Reform considerations

There are a number of important considerations for Council in determining an effective response to these reforms:

- Although the full implication of the aged care reforms on Council won't be known until the business rules and implementation processes are finalised, it's very important to undertake the evidence-based deliberations needed to make an informed decision about what's best for Council and the local community.
- Despite some initial pessimism, other Councils are now generally adopting a sensible 'wait & see' approach, underpinned by the analysis of impact and options. Optimism has been encouraged by the recent government decision to extend CHSP funding until 2020, and by a sense that the regulators clearly understand the special value of Council-provided home and community services.
- It is unclear whether any Councils who are major providers of CHSP-funded programs have actually decided to exit. Early perceptions that all block funding of CHSP programs would cease in July 2018 caused some inevitable angst, which was exacerbated by misinformation and incorrect assumptions about the ability of Council's to adapt to the new deregulated environment. Similarly, Councils which expressed limited enthusiasm for maintaining services were likely to be those with less staff expertise, difficulties with managing the required reporting and compliance, and those with a lower level of commitment to community capacity building and social participation.
- The market reforms don't lessen Council's important role, skills and contribution to community capacity building. Councils are a trusted brand in service provision, and there is considerable expectation by local residents that this will be maintained, and even grow. In the last twelve months there has been a significant growth in requests for current Council services, which are currently constrained by funded capacity. The market reforms around individualised budgets provide an opportunity for Council to respond to this demand.
- Councils currently have a significant investment in workforce, assets and infrastructure underpinning the delivery of these services.
- Direct participation in service provision allows Council to strongly promote volunteering benefits, as well as the ability to support local employers and businesses.
- Council has a unique market offering, integrating community participation and engagement with the effective utilisation of community assets and infrastructure.

- With a growing sense that the new funding guidelines and regulated pricing will not preclude ongoing viable service provision by Council, the most important decisions are likely to be strategic considerations, not financial ones.
- The reforms certainly do not constitute a shift to a significantly deregulated market – these programs (both NDIS and HCCP/CHSP) remain highly regulated, controlling client eligibility and access, expected service mix, capped price controls, granting of legal Provider status, rigorous quality monitoring, workforce qualifications, and financial and outcome reporting.
- Consideration of Council’s potential future role as a safety net provider of gap services would require careful assessment at the time to ensure that costs implications are transparent and that risks are mitigated.
- The deregulation has essentially been in shifting funding control to individualised budgets and opening up the Provider status to any business which is able to demonstrate its expertise and capacity.
- Motivation for Councils to continue to provide services in the new competitive markets include:
 - protecting the service scope and service quality for local residents
 - building a stronger connected community
 - maintaining and increasing revenue
 - retaining the trusted Council brand
 - acting as a trusted advisor, giving independent advice to residents without the agendas and financial incentives related to both the not-for-profit and for-profit providers
 - facilitating wrap-around support services
 - supporting volunteering, social participation and community capacity building.

Competitive neutrality

Legal opinion is being sourced to ensure that Council is able to achieve compliance with the National Competition Policy (NCP) if required. If compliance with the NCP is required, a ‘no advantage’ approach will need to be adopted by Councils – meaning they must adopt full cost allocation budgets (including corporate overhead recharges, rent) when setting prices for services. This is necessary to ensure that there is no significant financial cross-subsidisation with the intention to affect prices in the competitive market. The appropriate use of volunteers is not precluded.

In principle, compliance is achievable. However formal legal opinion and assessment should form part of any formal recommendation to Council in the future.

Business model framework:

Preliminary considerations:

- Continuing to provide the current mix of home and community services can be regarded as core business to achieving the Council’s objectives of its health ageing, social inclusion and capacity building. This would build on decades of work in establishing its internal expertise and reputation in the local community as a high quality service provider.
- The sector reforms do not preclude a strong future role for Councils, and the transition arrangements and contract extensions support a ‘business as usual’ approach currently.
- Preliminary financial modelling suggests that some of the existing Council disability programs may continue to be viable under NDIS pricing and business rules. This assumption will require further testing over coming months during the funding transition period in 2017-2018.
- In addition to continuing to provide the current mix of services, the Council has the opportunity to grow the volume and diversity of those services. Funding for both NDIS and aged services is

still a significant growth area, which represents a direct opportunity to considerably support job growth and volunteering in the local community within service activity areas where the Council has a proven track record.

- Success in the future operating environment requires a business model based on ‘commercial’ operating acumen, and this can be confidently achieved within the Council’s mission and values.

Decision criteria:

In determining the optimum business model to shape the Council’s future role in home and community services, the following decision criteria have been identified:

- strategic fit
- a viable and sustainable financial model which reduces exposure, underpinned by organisational expertise and resources
- regulatory compliance (eg. *National Competition Policy*)
- retain and enhance the commitment to an age friendly, inclusive and intercultural community
- Council appetite for participation in a competitive market
- supports community health & wellbeing, and capacity building
- ability to continue to operate effectively in a consumer-driven market
- contribution to local employment and businesses
- contribution to volunteering opportunities to build community participation and wellbeing
- impact on current Council workforce
- current customer expectations
- Council reputation
- effective risk management
- no increased net costs to Council
- ability to mitigate potential market reform failure for local residents, and
- add value to Councils’ current services offering.

Using weighted ratings, the priority criteria are:

1. strategic fit
2. a viable and sustainable financial model which reduces exposure, underpinned by organisational expertise and resources
3. regulatory compliance (eg. *National Competition Policy*)
4. retain and enhance the commitment to an age friendly, inclusive and intercultural community, and
5. Council appetite for participation in a competitive market.

These decision criteria will also be applied when formal recommendations are made to Council in the future regarding these program areas.

Interim Business Model Structure

In the evolving reform environment, the following structure provides a high level interim business development approach. This framework identifies the key issues which will need to be addressed in a future business case analysis of the Council’s preferred option.

Table 4: Interim Business Model Considerations

Home & Community Services Interim Business Model	
Strategy	<ul style="list-style-type: none"> • ensure alignment with specific Council strategic action plans • maintain current service provision mix

	<ul style="list-style-type: none"> • explore growth opportunities (volume and diversification)
Market analysis / Client cohort	<ul style="list-style-type: none"> • utilise market demographic data on the growing eligibility groups • NDIS: awaiting detailed regional demand forecasts by age cohort and disability classification
Location	<ul style="list-style-type: none"> • medium term: focus on the local Council catchment • longer term: consider partnerships with other Councils to expand service reach
Service mix	<ul style="list-style-type: none"> • short term: maintain current funded services • short-medium term: explore the business case to expand and diversify services relevant to the local community
Distribution channels	<ul style="list-style-type: none"> • services will be provided as a direct provider, and through sub-contracted business and/or partnerships
Pricing / Financial analysis	<ul style="list-style-type: none"> • capped prices set by regulators in NDIS • competitive pricing in HCPP • detailed unit-costing required to develop a competitive value price point • user co-contribution fees where appropriate • National Competition Policy compliance • operating efficiencies through shared Council partnerships and cross-program operating systems • detailed financial feasibility analysis required, using scenario modelling • ensure access to working capital to manage uncertain cashflow
Demand and 'Sales' forecast	<ul style="list-style-type: none"> • scenario modelling to be used to forecast monthly services activity • use the modelling to set KPI targets and monthly cashflow estimates
Marketing plan	<ul style="list-style-type: none"> • comprehensive marketing strategy and 'sales' plan required for both general community and niche groups (eg. CALD)
Value adds	<ul style="list-style-type: none"> • access to Council 'wrap around' services

Council collaboration and partnerships

The future business model for home and community services could be enhanced by developing (a) collaborative management and service delivery processes between Salisbury and Playford Council, and (b) cooperative business arrangements with other approved/registered providers.

This review process has demonstrated the clear advantages of Salisbury and Playford Council continuing to collaborate to manage the reform challenges and opportunities:

- consolidate a northern regional presence for local government in the reform environment
- contribute to local economic development
- enhance shared learning between both Council's management, and
- reduce duplication and cost.

It is believed that these advantages can be achieved while balancing the need to protect each Council's specific broader priorities and agendas.

The considerations in Table 5 below have been identified:

Table 5: Potential Council Collaboration: Home & Community Services (H&CS)

Opportunity domain	Specific collaborative activities	Advantages
Specialist management expertise	Share expertise and learning; collaborative decision making; collaborative regional position in the market; shared financial analysis and modelling; engagement of subcontractors; formal program management positions to lead the Council response to the CHSP/HCPP and NDIS reforms.	United regional front for Councils lobbying government for funding; stronger regional Council position in the market; optimise the development of effective management systems and innovative services.
Specialist service delivery staff expertise	As above; one council could take on a lead role in certain services where they have higher specialist experience; potential cost efficiencies.	Capitalise on each other's staff's specialist knowledge and skills to reduce duplication.
Service delivery staff and volunteers	Shared casual workforce pool to be used as required when demand exceeds the permanent workforce, and to efficiently manage planned and unplanned leave; more effective utilisation of the volunteer pool	Cost efficiency; greater opportunities for community benefit through volunteering.
Experience / resources in different services and program areas	Shared contractor panel for delivery of 'Home Assist' type services; shared Administrative and ICT database functions (eg. billing and back of house functions); shared service provision – eg. social programs such as meals and transport; physical activity, shared regional forums and events to raise awareness; joint marketing and promotion.	Reduce duplication and increase efficiency of resources; improved regional service delivery to our communities (residents don't live by strict boundaries)
Equipment	Shared vehicle use / transport services; shared purchasing of materials of specialist equipment and ICT software.	Increased purchasing power to reduce costs; more productive utilisation of assets.
Buildings, infrastructure and community assets	Collaborative approach to informing and marketing to the community about the resources and the availability of facilities across the region (eg. community centres)	Improved community information and access; more efficient and effective use of community assets.
Third-party partnerships	Collaborative service delivery networks across the care and support continuum.	Greater leverage of opportunities and cooperative business relationships.

Disadvantages of Council collaboration were also identified, and these would need to be addressed through systems which retain local flexibility and control while leveraging shared resources and expertise:

- risk of loss of control of Council-specific agendas and priorities
- effort and logistics to establish formal shared governance and management systems
- potential loss of 'best fit' with immediate local context
- potential dilution of familiarity with the local community
- potential complexity in shared decision-making.

The level of Council collaboration would be determined by strategic fit, program fit and the opportunity to achieve cost efficiencies (staff costs, operating costs, asset utilisation). Council collaboration would provide a focused point of expertise to successfully manage the complexity of the new reform environment. This arrangement would require the effective management of quality control and contract conditions.

Also, by establishing formal business arrangements with other Providers, Council can:

- contribute to meeting clients' expectations for an integrated continuum of care, and
- access additional revenue by providing preferential access to Council programs, assets and infrastructure.

Not pursuing these collaborative opportunities would be regarded as a lost opportunity for local Councils seeking to maintain an important ongoing role in home and community services.

In the area of home and community services, Salisbury and Playford Councils already undertake a number of shared processes:

- service relationships under the Commonwealth Home Support Program (for over 5 years)
- Community Passenger Network - Regional Project Group (vehicle funding, administrative data), and
- working party governance and planning for the data management software project.

Competitive advantage:

In the new reform environment, it would be important for Council services to be able to demonstrate a competitive advantage valued by the relevant client group. This value proposition would include:

- demonstrating a very strong social inclusion focus and peer relationships, with programs tailored for individual needs;
- Local Council investment and commitment to keeping people active, connected and living well in their local community;
- consumers as empowered citizens, not passive 'care recipients', with locally tailored access to a wide variety of activities and supports to enable them to engage actively in the community;
- strengths-focussed interventions which support mainstream inclusion;
- central role in local communities, maintaining a trusted, accountable relationship with its citizens;
- ability to undertake a holistic approach which goes beyond basic service provision and takes a value-add approach – 'going the extra mile' for consumers by drawing on other areas of Council expertise and wrap-around services;
- a Community and Economic Development approach, committed to engaging and developing local businesses, local volunteers and local people for local jobs, and linking into community groups and activities;
- a sound understanding and experience of our unique population characteristics, and proven ability to respond to this by delivering locally relevant health and wellbeing services, and social inclusion and social connection programs;
- strong track record of service excellence, advocacy, and meeting culturally diverse needs.

Financial scenarios:

Prior to recommending any specific business development options or changes to current service delivery scope, it will be necessary to undertake detailed financial analysis.

Basic-level feasibility analysis templates (Excel) have been developed for the project team as part of this consultancy. These templates provide a framework to undertake financial scenario modelling (best, mid, and worse case), break-even forecasting and testing of price points. Detailed unit-costing and full cost allocation will be required to accurately model the financial outcome of a range of service delivery options.

Competitors:

In a reform environment that is growing in volume and government funding, and with simplified ease of entry for new providers, it is inevitable that competition between providers will intensify. Provider competition for market share and 'customer loyalty' is coming not just from the existing mix of not-for-profit and for-profit organisations, but also from new entrants seeking a share of the long-term opportunities.

As noted in the previous section on 'competitive advantage', Council should feel confident that its differentiated market value is recognised by its local community as a trusted brand.

Providers currently operating only in either aged care or in disability services have signalled their clear intention to diversify their expertise into both markets. They recognise that the core skills, systems, and resources are transferable between both service areas, and it should be noted that Council could pursue this opportunity as well. For example, the current *Home Assist* program for older people could be used as the basis to diversify into similar programs areas under the NDIS.

Partnerships:

The success of Council's future H&CS business model will be underpinned by effective partnerships, including:

- strategic alliances with sector leaders and influencers
- collaborations with regional Councils
- internal integrations to coordinate wrap-around Council services
- direct business cooperative agreements with peer service providers and sub-contractors
- formal service agreements with other providers who can add value through a customer-directed continuum of care model.

Risk management:

Firstly, it should be noted that no risks have been identified to suggest that Council should exit from current service provision.

There are several risk mitigations which will need to be addressed in adapting to the new operating environment, however the urgency has abated to some extent due to transitional funding arrangements for disability services put in place for 2017-18 and by the recently announced extension to CHSP funding until June 30th 2020.

Never-the-less, it would be a significant risk for Council to step back from a structured 'reform readiness' strategy. Although some timeframes have shifted, the need to make specific business model decisions and to establish a formal business plan roadmap should remain a priority. The timeframes may have slowed, but the operating principles and market context still require effective change management if the Council's home and community programs are to succeed in the inevitable future state.

Risk mitigation should include actions to:

(a) during the transition period:

- use the transition periods to monitor the reform impact and maximise continued client service demand;

[It should be noted that preliminary scenario modelling indicates that the current Council staff EBA remuneration will not be a barrier to future financial sustainability of these community programs.]

(b) in the longer term:

- manage uncertain cashflow in a competitive market, ensuring access to adequate working capital;
- prevent diminished service access for community members;
- pursue low risk opportunities to grow Council services and revenue;
- undertake detailed financial modelling of Council H&CS cost structures to assess viable and sustainable service delivery, including options to operate in niche markets;
- manage reputational risk arising from resident assumptions that services are Council funded and their understanding of government regulated user-pay fees;
- manage workforce recruitment and retention challenges;
- address the key challenges around government regulated capped price points, higher cost inputs (staff EBA), and implementing business systems and culture;
- in a worst-case scenario, develop an exit strategy which seamlessly transitions service users to a new provider.

Business model options:

The project team started with “all options considered”, then undertook an evaluation process to filter the choices to a feasible range using agreed decision-criteria.

It was noted that transitional funding arrangements in the area of disability services for 2017-18 and the CHSP contract extension until June 2020 means that the Council can largely maintain an interim ‘holding position’ pending more detailed business case analysis.

Key considerations:

The options examined apply to both disability programs and services for older people. In summary, the options are:

1. **Status quo:** Continue to offer the current mix of services in the competitive market, but without enthusiastically adopting the new systems and work practices required to succeed in the reform environment. If the future CHSP model (2020) includes block funding options, Council could continue to provide these in line with the current service mix;
2. **Grow the current service scope volume** within the range of Council’s current service mix (low-level “home assist” type services and group-based programs), but only within existing discrete funding boundaries (aged and disability). This would be seen as the probable outcome of a consumer-choice market where the Council’s quality ‘brand’ is well recognised.
3. **Grow and diversify into new service scope areas** by providing similar services across both the aged care (eg. HCPP) and disability care funded services (NDIS). While direct Council service provision would remain within the low-level care mix, this option could include (a) partnerships with other Providers who would deliver the high-level services as part of an integrated continuum of care, and (b) Council brokering these diversified services on behalf of adjacent Councils.
4. **Full participation in the competitive markets:** This option would involve developing new expertise and resources to provide the full range of aged and disability services, either by developing internal capacity or through formal business partnerships.

5. **Exit the government- funded competitive markets:** This would entail two options: (a) total exit from service provision, or (b) provision of limited Council-funded gap services to meet people’s needs who are not eligible for the newly defined programs. The scope of these Council ‘gap services’ could include information provision, social participation programs and facilitation of wrap around services. It is recognised that Council would retain a commitment in some form to meet the needs and expectations of residents to provide information, advice and referrals.
6. **Hybrid service continuity and diversification:** Council (a) funds and directly provides a limited scope of baseline services (eg. group programs operating in the Jack Young Centre), and (b) transfers all other service delivery (both current and potential future mix) to a separate business unit.

Each of these options would require a detailed business case analysis prior to making any formal recommendations to Council. The intent of this current review is to identify options and to provide a preliminary discussion of the implication of each option. The full business case review would include an assessment against the decision criteria identified previously (pg.12).

Table 6 summarises the key issues to be considered.

Table 6: Option Review [high level only]

Options	Considerations / Risks & Benefits
1. Status quo	Only suitable during the transitional funding period. This will not be sustainable in the new competitive environment. Client choice of Council as their preferred provider requires changes to manage this growth. If the future CHSP model (2020) includes block funding options, Council could continue to provide these in line with the current service mix. This option doesn't take advantage of the new current revenue opportunities in both aged and disability services.
2. Grow the current service scope volume	<p>Continue to provide the current program scope (low-level home care support and community engagement groups) in the new consumer-driven market, and also pursue broader competitive opportunities to provide these services within both NDIS and future merged CHSP-HCPP.</p> <p>BENEFITS:</p> <ul style="list-style-type: none"> • Positive response to clients choosing Council as their preferred provider. • Greater utilisation of the assets such as the Jack Young Centre. • Stronger community connections for seniors and inclusion of people with a disability. • Pending financial modelling, it would be expected to generate additional surplus revenue for reinvestment by Council. <p>RISKS:</p> <ul style="list-style-type: none"> • Some uncertainty of cashflow in a competitive market (shifts in client demand could be managed by a mix of workforce arrangements). <p>This option would not require any significant risks since Council would continue to operate within areas of proven expertise without diversifying into new program areas requiring different skills (eg. clinical expertise to manage high acuity clients).</p>
3. Grow and diversify into new service areas	<p>In addition to the expansion outlined in Option 2, this scenario would see Council diversify to offer the current service mix competitively in an expanded scope across both disability and aged services, while retaining the low-risk criteria. This diversification would include (a) the provision of HCPP low level packages and potential partnership arrangements for high level packages, (b) low-level home support for people with a disability, and (c) NDIS "Information, Linkage and Capacity Building" (ILC).</p> <p>BENEFITS:</p> <ul style="list-style-type: none"> • Positive response to clients choosing Council as their preferred provider. • Gives Council access to the recently deregulated government HCPP market. • Relatively simple process to migrate current 'older persons' service expertise and resources into 'disability'. • Greater utilisation of the assets such as the Jack Young Centre. • Stronger community connections for seniors and inclusion of people with a disability. • Pending financial modelling, it would be expected to generate additional surplus revenue for reinvestment by Council. • Council may offer to broker these diversified services on behalf of adjacent Councils.

	<p>RISKS:</p> <ul style="list-style-type: none"> • Some uncertainty of cashflow in a competitive market (to be managed by a mix of workforce arrangements). • Partnership arrangements with other Providers would generate some risk related to shared accountabilities and practice boundaries, which would be mitigated through effective contract management. • Operating risks for Council would be mitigated by limiting service delivery scope to areas of proven expertise.
<p>4. Full participation</p>	<p>This could be a longer term option where Council pursues open competitive market opportunities to provide broader services across both NDIS and the future merged CHSP-HCPP program, and also potentially including private fee-for-service. This option may best be managed under a Business Unit model where the program operates as a subsidiary profit centre to contribute revenue to Council to cross-subsidise other programs or projects. This could potentially provide a ‘cradle-to-grave’ service to the local community auspiced directly by Council. This Business Unit option would require a detailed feasibility analysis addressing financial modelling and the governance structure (eg. under a Regional Authority with its own Board and Management).</p> <p>BENEFITS:</p> <ul style="list-style-type: none"> • Greater utilisation of the Council expertise and assets. • Stronger community connections for seniors and inclusion of people with a disability. • It would be expected to generate additional surplus revenue for reinvestment by Council. <p>RISKS:</p> <ul style="list-style-type: none"> • Cashflow uncertainty in a competitive market. • Requires strong commercial business acumen and highly flexible operating culture. • Investment required in start-up, marketing and ICT. • May require workforce / HR negotiations to achieve greater operating efficiencies. • Operating risks for Council would be mitigated by limiting service delivery scope to areas of proven expertise.
<p>5. Exit formal funded programs</p>	<p>As a risk strategy of last resort, this option would have two choices: (a) Council could exit all service provision, or (b) it could only provide selective ‘gap services’ within the limits of current Council funding contributions, and with effective risk mitigations. If Council decides to no longer provide the current service mix, transition arrangements would be required to assist clients shift seamlessly to new providers. Decisions would also need to be made regarding assets such as the Jack Young Centre eg. offer the facilities to other Providers or organisations on a fee-for-service basis; use Council funding to provide alternative Council programs from the premises; or, sell the assets and reinvest in Council infrastructure.</p> <p>BENEFITS:</p> <ul style="list-style-type: none"> • Removes all potential operational uncertainty. <p>RISKS:</p> <ul style="list-style-type: none"> • Likely to result in community dissatisfaction with losing their trusted Council support and access to facilities. • Underutilisation of Council assets such as the Jack Young Centre and other seniors’ centres. • May compromise the opportunities for volunteering, resulting in a negative impact for both the community and the volunteer worker.

<p>6. Hybrid service continuity and diversification</p>	<p>Council (a) funds and directly provides a limited scope of baseline services (eg. group programs operating in the Jack Young Centre), and (b) transfers all other service delivery (both current and potential future mix) to a separate business unit. The business unit would operate on a “commercial” basis in the competitive market (aged care and disability), and would have the opportunity to establish formal contracts with appropriate service partners.</p> <p>BENEFITS:</p> <ul style="list-style-type: none"> • Shifts financial risk and operational uncertainty from Council to a separate business unit. • Retains Council commitment to a well-defined and limited scope of service delivery, funded and controlled by Council. • The business unit entity provides a framework to operate more commercially in a competitive environment. <p>RISKS:</p> <ul style="list-style-type: none"> • Establishing a “commercial” business unit for home and community services will require a strong management business acumen and workforce transition strategy. • May result in community dissatisfaction if they perceive the new business unit as compromising Council responsibilities to the community • May compromise the retention of Council’s experienced and skilled workforce. • May compromise the opportunities for volunteering, resulting in a negative impact for both the community and the volunteer worker.
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Governance arrangements:

If a separate business unit is established under the 'Full Participation' option then this would require a specific governance arrangement such as a Regional Authority, including a Board and Management structure.

The proposals under Option 2 and 3 to grow and diversify current services would not require a different governance framework, unless it is decided that Salisbury and Playford Councils formally collaborate to optimise their market effectiveness. It would be usual to manage this partnership through joint representation on a Steering Committee and Project Management Group with formal Terms of Reference.

Governance arrangements will be reviewed in more detail during the next stage of business case analysis.

City of Salisbury Disability Services:

There are sound reasons for the City of Salisbury to maintain and potentially expand its service provision in the area of disability support for local residents:

- There will be significant growth in NDIS funding to meet an expected 120% increase in eligible residents in the City of Salisbury;
- Over 80% of the additional funding will go towards "assistance with daily life" and "increased social and community participation", which are domains aligned with Salisbury Council's current service delivery; and
- Local residents and disability clients are already expressing an interest in accessing future Council support.

To allow Council to make an informed decision about the future of its disability services, sufficient time is required to fully assess the opportunities and risks, as well as the monitoring of trend data about choices being made by NDIS-eligible clients. Scenario modelling and financial analysis has already commenced, and interim risk management processes have been implemented (eg. short term staff contracts).

Pending the future decision by Council, the following risk management framework is recommended to manage the interrelationship with the Council budget cycle:

2017-2018 Financial Year:

- continue to provide the SA HACC-funded programs for the duration of the 2017-2018 contract (the future of this program is unclear, but preliminary indications are that it will continue under similar arrangements for 2018-2019)
- continue to provide the current service for existing *Disability SA* clients as they transition to the NDIS (preliminary scenario modelling indicates a stable financial position).

2018-2019 Financial Year:

- NDIS: initial scenario modelling indicates that for a best-case and mid-case outcome there would be an *improved* financial result (between net \$20,400 - \$41,900), and that a worse-case operating deficit could be reversed to a break-even position by an appropriate staff reduction.
- SA HACC:
 - continue to provide services if government funding continues;
 - if government funding is withdrawn, Council should cease providing these subsidised services and offer relevant fee-for-service group programs.

Risk mitigation:

This approach represents a low risk strategy:

- Council H&C Managers have the expertise and insights to cautiously and sensitively manage this interim period;

- A decision to exit can be implemented at any stage, with appropriate management of client transition and short-term staff contracts;
- There are relatively low levels of Council funds being contributed to these programs;
- There are a lack of Providers competing with Council in the provision of eligible group programs;
- Both local resident demand and government funding will more than double under NDIS;
- Program managers are working with the NDIA Community Business Bureau to support the transition to NDIS.

Mapping Council Assets:

As part of this business model review, it was noted that there is an opportunity within both program areas to achieve a greater utilisation of Council assets and infrastructure for the benefit of local residents eligible for services under both NDIS and CHSP/HCPP.

Understanding the availability of these community resources has several benefits:

- additional revenue through fee-paying utilisation of Council assets by individual budget holders (and promoted to local Providers);
- important community capacity-building by developing greater mainstreaming of people with a disability or people who are socially isolated; and
- increased utilisation would increase social return on investment and reduce risk of vandalism.

It was noted that this opportunity would require the completion of the Council asset register including current community utilisation times.

Review summary – key messages:

This review provides a preliminary analysis to support future decision-making by Council to proactively manage the reforms. How the future state will impact on Council services is still unclear due to incomplete detail about proposed business rules and shifting government timeframes, but the initial scenario modelling provides a sound basis for confidence and optimism about maintaining current service, and also potentially expanding and diversifying within a risk managed scope. As clarity emerges in due course, detailed business case analysis of the options would be provided to Council as formal recommendations.

The reforms to both aged care and disability services are essentially a change in *how* funding and services are distributed through competition between providers. There is only minimal change to the actual type of services offered. Additionally, the markets remain highly regulated by the government, not only to influence quality but also to manage its fiscal risk.

This preliminary business model review demonstrates that Council has the experience and expertise to confidently manage the challenges and opportunities associated with these major health sector reforms.

A number of options have been identified which are broadly compatible with Council's strategy, mission and organisational capabilities and capacity. These preliminary discussions are intended to stimulate a robust informed conversation, which can then be followed by more detailed business case analyses of a range of preferred options.

While all Options are to be fully assessed, it should be noted that two Options represent a low risk, natural progression for Council home and community programs:

- **grow the current service mix** in line with increased demand and funding, but only within the current *separate* programs for disability and older people
- **grow and diversify the current service mix** by providing the same low-level programs across markets (NDIS, CHSP, HCPP).

Based on this initial analysis, it is also evident that:

- presently there are no perceived operational risks to suggest that Council should exit from current service provision; and
- a decision to “fully participate” in the deregulated community service markets is unlikely to be compatible with Council’s short to medium term strategies, but could represent a future business development option once the market dynamics are settled.

Recommendations:

To support the capacity of the Council’s home and community services to successfully manage the challenges and opportunities related to the health sector reform, it is recommended that Council:

1. Staff to proceed developing a comprehensive business case analysis for the preferred options.
2. Continues to fully support the program areas during the transitional funding periods (Disability/NDIS 2017-18 and Aged Care-CHSP/HCPP 2020), noting that risk mitigations are in place;
3. Note that two Options are particularly aligned with (a) current Council community commitments and (b) the new deregulated service markets:
 - **grow the current service mix** in line with increased demand and funding, but only within the current *separate* programs for disability and older people
 - **grow and diversify the current service mix** by providing the same low-level programs across markets (NDIS, CHSP, HCPP);
4. Actively project manages the reform readiness requirements through an integrated business plan;
5. Uses the transition periods to undertake detailed scenario modelling and three-way financial feasibility analyses (best, mid and worse case) of a range of preferred options, as the precursor to making formal recommendations to the Chamber;
6. Prioritises the business case analysis of immediate opportunities to expand service provision in the relevant NDIS service domains compatible with Council’s current level of expertise (low level non-clinical home support, community engagement and social connection);
7. Develops the required unit costing methodology to enable compliance with competitive neutrality (‘cost reflective pricing’) and accurate business case analysis;
8. Identifies specific areas and processes (eg. establishing a Regional Authority) where the Salisbury and Playford Councils can collaborate in providing home and community programs to add value to local community wellbeing, operating efficiencies, operating expertise and optimum asset utilisation;
9. Explore, and where appropriate establish, formal and informal partnerships with Registered and Approved Providers to optimise utilisation of Council assets and infrastructure on a fee-for-service basis through individual client budgets.

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ITEM	2.3.1
	WORKS AND SERVICES COMMITTEE
DATE	20 November 2017
HEADING	Proposed Microsoft/Department of State Development Partnership
AUTHOR	Claudine Spinner, Information, Access & Community Programs Team Leader, Community Development
CITY PLAN LINKS	1.1 Have a community with the skills, knowledge and agility to participate in a rapidly changing economy. 3.3 Be a connected city where all people have opportunities to participate. 4.1 Strengthen partnerships that enable us to better address our community's priorities.
SUMMARY	This report provides information on a proposed partnership between the Department of State Development (Automotive Transformation Taskforce), Microsoft and the City of Salisbury to provide digital literacy and Business Model You pilot programs to automotive workers. Both pilots will be fully funded by the Department of State Development and Microsoft and be implemented between November 2017 and 30 June 2018.

RECOMMENDATION

1. The report be received and noted.
2. The Administration continue to negotiation with the Department of State Developments, Automotive Transformation Taskforce and Microsoft to progress the proposed partnership to provide digital literacy and the "Business Model You" community learning program pilots.
3. The Administration further explore the proposed partnership between Department of State Developments, Automotive Transformation Taskforce and Microsoft and Council. Subject to the agreements meeting all Council procurement, licensing and legal requirements the pilot programs are implemented.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 Since the announcement of the Holden closure, representatives of the Community Capacity & Learning Division have been participating in regular stakeholder meetings and communications with the Department of State Development's Automotive Transformation Taskforce ('ATT') to address the needs of exiting automotive workers to enable them to enter onto further educational, volunteering and/or employment pathways.

- 1.2 One of the highest identified needs is digital literacy at the basic and intermediate level. Another strongly identified need is the provision of support programs to enable participants to develop a new career plan and identify the steps involved in achieving same.
- 1.3 Automotive workers require digital literacy skills to enable them to complete a range of employment related tasks including uploading resumes online, researching available vacancies, participating in learning opportunities and undertaking testing. The inability to perform these basic tasks is a significant barrier to securing future employment.
- 1.4 Several proposals were submitted to the ATT for funding to deliver a range of digital literacy programs but were unsuccessful.
- 1.5 In August 2017 Microsoft approached the ATT seeking a partnership to deliver digital literacy programs to automotive workers as part of a pilot project. The City of Salisbury was then identified as a delivery partner due to its established relationship with the ATT and prior discussions regarding the possible provision of digital literacy programs.
- 1.6 During the initial meeting between Microsoft, the ATT and Council, Council was also approached to pilot a two day workshop for automotive workers called Business Model You. This two day pilot workshop is to help people to identify a new personal career plan for the future. The premise of this program is to think of yourself as a business and use business based concepts to identify how you can be successful in securing employment i.e. what skills you will need, how you need to market yourself and your target market.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 Manager, Business Systems and Solutions
- 2.1.2 General Manager, Community Development
- 2.1.3 General Manager, Business Excellence
- 2.1.4 Manager, Community Capacity & Learning
- 2.1.5 Manager, Communications and Customer Relations
- 2.1.6 Manager, Economic Development and Urban Policy
- 2.1.7 Digital Literacy Programs & Support Officer

2.2 External

- 2.2.1 Eva Balan-Vnuk, National Skills Program Leader and State Director SA, Microsoft
- 2.2.2 Dan Bowen, Academic Programs Leader, Microsoft
- 2.2.3 John May, Team Leader –Stakeholder Engagement, Department of State Development
- 2.2.4 Andrew Flood, CEO, Prodigy Learning
- 2.2.5 Geoff Stempel, Associate Director, Public Library Services, State Library of South Australia

2.2.6 Gail Sulicich, CEO, Northern Futures

3. REPORT

- 3.1 This proposed partnership between the ATT, Microsoft and Council is intended to collaboratively deliver two pilot projects to provide digital literacy and the Business Model You community learning programs targeting displaced automotive workers in the Northern Adelaide region. This partnership proposes a collaboration between the ATT, Microsoft and the City of Salisbury to provide two pilot projects:
- 3.1.1 basic and intermediate digital literacy programs to 100 automotive workers between 30 January and 30 June 2018; and
 - 3.1.2 a two day workshop entitled Business Model You for 20 automotive workers between 30 January and 30 June 2018 which will be delivered by an external provider.
- 3.2 The basic digital literacy program will be targeted at those who have not had much experience working with computers and will cover introductory elements.
- 3.3 The intermediate digital literacy program will extend the learning to cover Microsoft Office products including Word, Excel and PowerPoint and involve tasks at a higher level.
- 3.4 The Business Model You pilot is a new innovative way for those who, for many reasons, need to identify a new career plan and the upskilling required to achieve those aims.
- 3.5 The total cost of both pilots will be paid by Microsoft and the Department of State Development. A formal partnership agreement will also be in place outlining the obligations of each party for the duration of these pilots.
- 3.6 The formal partnership agreement will include a budget for the following Council expenditure which will be paid directly by ATT:
- 3.6.1 Facilitation
 - 3.6.2 Room hire
 - 3.6.3 Administration
 - 3.6.4 Catering
 - 3.6.5 Project management
 - 3.6.6 Administrative staff support
 - 3.6.7 General resources
- 3.7 The pilots will be delivered largely at Len Beadell Library. As libraries are seen as education providers, they are eligible to receive subsidies from Microsoft relating to software and other services and therefore eligible under Microsoft's internal policies to deliver these pilots. The Manager Business Systems and Solutions has provided advice in relation to Microsoft licensing and existing contractual arrangements.

- 3.8 The City of Salisbury currently has a licensing agreement with Microsoft for a range of their technology solutions. Microsoft offer different licensing arrangements for the education sector and as part of this initiative we need to ensure we understand and comply with the two different licensing arrangements. Council staff will seek further legal advice regarding licencing arrangements prior to the final agreement being reached.
- 3.9 The target group for both pilots is predominantly supply chain workers however Holden workers and the wider community will be offered this training at no cost after the targeted automotive workers. This condition is to be further negotiated prior to the final agreement being reached.
- 3.10 The delivery of the learning for both pilots is in mixed mode format comprising of both online and facilitator led sessions.

DIGITAL LITERACY PILOT PROGRAM

- 3.11 The Microsoft platform for the digital literacy pilot program is their Imagine Academy consisting of four pillars:
 - 3.11.1 Digital Literacy Certificate (basic level)
 - 3.11.2 Microsoft Office Specialist (intermediate level)
 - 3.11.3 Microsoft Technical Associate (for those wanting to work within the IT industry)
 - 3.11.4 Microsoft Certified Professional (for those wanting to work within the IT industry at a higher level)
- 3.12 The four pillars outlined in 3.11 are recognized globally and would add considerable value to participant's resumes due to the recognised branding and the quality of programs. The pilot project will deliver pillars 3.11.1 and 3.11.2 above.
- 3.13 Microsoft will employ and pay for a third party, Prodigy Learning, to deliver the training and also mentor and upskill our community digital literacy learning facilitators to create a sustainable model beyond the life of this pilot. Prodigy Learning first originated in Ireland and have now expanded across the UK, Europe and Asia and partner with Microsoft globally on strategic projects that involve future employability skills.
- 3.14 We are also seeking clarification as to whether Council's library service can be accredited as a Microsoft Certified Educator. The Microsoft Certified Educator certification validates that educators have the global educator technology literacy competencies needed to provide a meaningful digital literacy learning experience for students. If Council is eligible for certification, it would extend beyond the life of these pilots and would be a strong marketing tool for engaging our community into employment based digital literacy learning programs which have been identified as a high need not only within the automotive sector but also the wider community. Council would also be qualified to administer Microsoft certification exams for those wanting to complete these qualifications within a local setting. The current model we are exploring is a train the trainer knowledge transfer during the pilot. The once off cost for certification is approximately \$100.00 which will be deducted from the budgeted resources fee paid by ATT as part of this pilot for those who are not able to access same through the Drive Your Future Campaign funding.

- 3.15 The programs will be at no cost to those participating in the basic digital literacy program which we estimate to be approximately 75% of the total number of participants. This program does not have an accreditation exam but instead offers a certificate of completion that is endorsed by Microsoft and badges that can be attached to participants' LinkedIn profiles. For the intermediate level, there is an accreditation exam which has been reduced significantly to \$100 per person and this amount can be claimed through participant's JFEP provider or via ATT. JFEP (the Department of State Development's Work Ready Jobs First Employment Projects program) enables unemployed participants to access funds for learning programs that will increase their ability to secure employment. Likewise, the ATT has the Drive Your Future campaign which enables automotive workers to access up to \$2500 for retraining needs.
- 3.16 The total cost of delivering both pilots including administration, Council staff time etc. will be financed through both ATT and Microsoft and requires no financial commitment from Council.

BUSINESS MODEL YOU PILOT

- 3.17 Business Model You is an online learning program for those who, for many reasons, need to develop a new personal career plan and identify the skills required to achieve those aims. It applies common business strategies to the individual encouraging participants to create a personal business model.
- 3.18 This workshop would be a one off two day trial and would be targeting 20 automotive workers primarily however the wider community may be able to participate if there is capacity.
- 3.19 There is no cost to participate in this workshop.
- 3.20 The estimated cost of this workshop is \$20,000 and would be funded by Microsoft and require no financial commitment from Council.

RISKS AND BENEFITS

- 3.21 The benefits of these proposed pilot programs are:
- 3.21.1 We are able to address an increasing unmet need to upskill our community in relation to digital literacy which is one of the main barriers to obtaining employment.
 - 3.21.2 Trial innovative new learning strategies to address future work needs at no cost to Council.
 - 3.21.3 The pilots will not involve any financial commitment by Council.
 - 3.21.4 Microsoft qualifications are globally recognised and would be considered positively by potential employers thereby giving community members an additional edge when applying for roles.
 - 3.21.5 Microsoft has substantially reduced the examination fee for the intermediate digital literacy program accreditation exam to \$50 for community members which for the unemployed/automotive workers can be sourced through a third party thereby reducing the financial impact of participation.

3.21.6 Through participation in these pilots, it will provide us with an opportunity to test this partnership within a contained timeframe to ensure that it is an effective relationship that provides a strong benefit to our community. It will also help us to identify any risks and benefits going forward.

3.21.7 Discussions involved in these pilots have already led to further possibilities relating to other employment based digital literacy programs that would require no financial commitment from Council and deliver valuable learnings to our unemployed. This also includes discussions with the Defence Teaming Centre relating to how we can provide a learning to employment continuum into Defence industries.

3.22 The risks of these proposed pilot programs are:

3.22.1 Whilst we have received confirmation from Microsoft that no exclusivity conditions apply during this pilot and this will be incorporated into any formal partnership contract, further work is required to understand whether in the future, the City of Salisbury would be able to explore opportunities provided by other vendors or would this partnership with Microsoft preclude those discussions. All conditions of this proposed partnership are subject to negotiation of a final agreement that meets all Council strategic community training outcomes and Council procurement and legal requirements.

3.22.2 The current corporate licensing arrangement with Council differentiates between the hardware and software required for corporate purposes and those required for educational purposes. The library has been deemed by Microsoft to be an education space so is therefore eligible for special education rates for community learning programs. For this reason, no staff are able to access the learning programs currently offered in this pilot or future pilots and the two areas must remain separate so as not to impact on existing corporate licensing arrangements. In discussions with Council's Business Systems and Solutions Manager, he has confirmed that this can be easily done and is supportive of this proposed partnership. However, unless the licensing arrangements under this proposal are clearly understood, there is a risk it may compromise the existing corporate licensing agreement exposing the City of Salisbury to unbudgeted licence costs. Council staff will seek government and legal advice on this issue prior to the signing of any formal agreement.

- 3.23 These pilots are aligned with the City Plan in which Council outlines its vision to include providing ‘a broader range of education options and more people engaged in learning’. These pilots also address the following objectives under three of the four key directions in the City Plan:

Key Direction	Objectives
A Prosperous City	Have a community with the skills, knowledge and agility to participate in a rapidly changing economy
A Liveable City	<ul style="list-style-type: none"> • Be an adaptive community that embraces change and opportunities • Be a connected city where all people have opportunities to participate
Enabling Excellence	Strengthen partnerships that enable us to better address our community’s priorities

- 3.24 During the pilot programs, there will be opportunities to discuss other future projects and partnerships as a result of this project. To date, these have already included:

3.24.1 Microsoft are currently trialling projects in Sydney working with indigenous managed organisations helping them build their organizational capacity to enable them to improve their standing within a competitive economic environment. In conversations with Microsoft and Defence Teaming Centre, it is hoped that this may transfer to SA at some point in the future;

3.24.2 Defence Teaming Centre has also been involved in these pilot discussions. As a result Nina Parletta and Claudine Spinner are meeting with the CEO of Defence Teaming Centre to discuss with her the opportunity to explore how we can link Council’s learning programs, which may or may not include Microsoft, into Defence industries jobs and provide an engagement/learning/employment continuum;

3.24.3 Possible advancement of innovative digital learning opportunities for youth that are not currently offered within the state school system but which promote future work skills including critical thinking and problem solving.

- 3.25 Consultation with Geoff Stempel, Associate Director of Public Library Services – State Library of South Australia, revealed that to the best of his knowledge, no other library has been approached to deliver this pilot and that he sees this type of collaboration in a very positive light. Mr Stempel also envisioned that this was possibly something that could be extended to all libraries in the future subject to the outcomes of the pilot.

- 3.26 Consultation with Gail Sulicich, CEO of Northern Futures, a career service established in Salisbury, has confirmed that there is no potential conflict between the Business Model You pilot program and the services offered by Northern Futures. Opportunities to cross refer participants and services between Northern Futures and Council have been discussed and agreed upon as well as shared marketing opportunities.

4. CONCLUSION / PROPOSAL

- 4.1 That this report be received and noted.
- 4.2 That staff continue further negotiation with the ATT and Microsoft to progress the proposed partnership of providing both the digital literacy and the Business Model You community learning program pilots.
- 4.3 That staff further explore the proposed partnership between ATT, Microsoft and Council. Subject to the agreements meeting all Council procurement, licensing and legal requirements the pilot programs be implemented.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 13/11/2017

ITEM	2.5.1
	WORKS AND SERVICES COMMITTEE
DATE	20 November 2017
HEADING	Revocation of Portion of Wright Road Reserve, Known as Allotment 282 in Deposited Plan 7897
AUTHOR	Liz Lynch, Property Officer, City Infrastructure
CITY PLAN LINKS	3.1 Be an adaptive community that embraces change and opportunities. 4.1 Strengthen partnerships that enable us to better address our community's priorities.
SUMMARY	Council owns a portion of land known as Wrights Road Reserve, adjacent to Wright Road, Ingle Farm. To correct an anomaly created when a roundabout was constructed on the western end, it is now necessary to revoke the community land classification of a portion of this reserve and rededicate this land as Road.
RECOMMENDATION	<ol style="list-style-type: none"> 1. The information in this report be received and noted. 2. A portion of approximately 281 square metres of Wright Road Reserve known as Allotment 282 in Deposited Plan 7897 and described in Certificate of Title Volume 5810 Folio 887 is declared surplus to Council requirements and the community land classification to be revoked. 3. The attached report be adopted for the purpose of Section 194 of the Local Government Act 1999. Attachment 3, Item 2.5.1 Works and Services Committee dated 20th November 2017. 4. The Manager Property and Buildings be authorised to implement a public consultation program, comprising of a Public Notice in the Northern Messenger, a letter with the attached Section 194 Report be sent to the surrounding property owners expected to be affected by this proposal and a notice be published on the City of Salisbury Website. 5. A sign not be erected on the Reserve in accordance with Councils Public Consultation Policy as the portion of land is directly adjacent to Wright Road (a very busy road) and may cause distraction to passing motorists and confusion as to what portion of land is proposed to be revoked. 6. A further report be presented to Council for consideration of any objections received. In the event that no objections are received, the Manager Property and Buildings be authorised to prepare and submit the necessary documentation to the Minister for approval. 7. Upon revocation, The Manger Property and Buildings be authorised to prepare a plan of division rededicating the portion of revoked land as Wright Road.

ATTACHMENTS

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

1. Aerial View - Wright Road Reserve and Surrounds
2. Aerial View - Portion of Land to be Revoked
3. Report - Section 194 Report, Local Government Act 1999

1. BACKGROUND

- 1.1 Wright Road Reserve is an undeveloped reserve of approximately 2790 metres square and is classified as Community Land.
- 1.2 Correspondence dated 3rd August 2015 from Department of Planning, Transport and Infrastructure requested nominations for the 2016-2017 Black Spot program. As a result, Council staff nominated 2 locations;
 - 1.2.1 Replacement of the Eastern end of existing Traffic Island with the installation of a 3 way round about at the Wright Road and R M Williams Drive, T Junction Walkley Heights.
 - 1.2.2 Replacement of the Western end of existing Traffic Island with the installation of a 3 way round about at the Wright Road and R M Williams Drive, T Junction Walkley Heights. (the subject of this report)
- 1.3 Department of Planning, Transport and Infrastructure advised Council during 2016 the funding was approved for the 2016-17 Infrastructure Investment Australian Government Black Spot Program and Council Staff commenced works to construct the two approved Roundabouts.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Staff from various divisions within Council
- 2.2 External
 - 2.2.1 Consultation with External Service providers, SA Power Networks, SA Water, APA Pipeline Trust and Telstra.

3. REPORT

- 3.1 Wright Road Reserve is legally defined as allotment 282 in Deposited Plan 7897 and more specifically described in Certificate of Title Volume 5810 Folio 887. The total site is approximately 2790 square metres of land and is undeveloped with several trees (no trees are affected due to this process).
- 3.2 As a result of the development of the western roundabout, it was identified that a portion of Wright Road Reserve measuring 281 square metres was required for the construction of the roundabout and that this land is required to be revoked of the Community Land Classification and rededicated as Road.

- 3.3 Public consultation must be carried out in accordance with the Councils Public Consultation Policy. A further requirement is the adoption of the section 194 report for the purpose of Public Consultation and submission to the Minister for approval. Following conclusion of the statutory procedures and Minister's approval, Council may then make a formal resolution to revoke the classification.
- 3.4 In accordance with Council's Public Consultation Policy (approved by Council on 23rd of November 2015 decision number 0744), consultation will consist of public notices appearing in the Northern Messenger and on Councils website, letters and the attached Section 194 report to be posted to property owners likely to be impacted by the proposal. Written submissions are invited to the proposal for Councils further consideration.
- 3.5 It is proposed that a sign not be erected on the Reserve in accordance with Council's Public Consultation Policy as the portion of land is directly adjacent to Wright Road (a very busy road) and may cause distraction to passing motorists and confusion as to what portion of land is proposed to be revoked, due to this land currently being developed as Road.

4. CONCLUSION / PROPOSAL

- 4.1 In the event no objections are received, Council are requested to authorise the Manager Property and Buildings to prepare and submit the necessary documentation to the minister for approval pursuant to section 194 of the Local Government Act 1999

CO-ORDINATION

Officer: Executive Group
Date: 13/11/2017





Item 2.5.1 - Attachment 2 - Aerial View - Portion of Land to be Revoked

PROPOSAL FOR REVOCATION OF CLASSIFICATION AS COMMUNITY LAND

Portion of Wright Road Reserve, Wright Road Walkley Heights Contained in Certificate of Title Volume 5810 Folio 887

Section 194 Local Government Act 1999

REPORT

1. Reasons for the Proposal.

Council owns a significant number of properties throughout the city ranging from highly developed sporting complexes incorporating modern clubroom buildings, playing fields and supporting infrastructures, to single undeveloped allotments of land, most of which are classified as community land. Council has specific statutory management requirements in regard to its Community Land.

In South Australia it is regarded that 12.5% of the urban residential area is the optimal open space provision which is a much higher proportion than in other states or countries. The City of Salisbury has an open space provision of 13.2%.

The land proposed for disposal is required as road and is not regarded as usable open space. It is within easy walking distance of Bromley Green and Pioneer Avenue Reserve, providing adequate usable public open space for passive recreation purposes.

The portion of 281 square metres in allotment 282 in Deposited plan 7897 proposed for revocation is surplus to Council and Community needs and provides no public benefit as functional open space. As this land is currently classified as Community Land, the land requires a change of classification to Road, to remain as a community benefit.

As a result of the above and to achieve the required outcome of rededicating this land as Road, Council proposes to revoke the community land classification of Lot 282 in Deposited plan 7897, (See plan attached).

2. Statement of any Dedication, Reservation or Trust.

The subject property being a portion of 282 in Deposited Plan 7897 and comprised in Certificate of Title Volume 5810 Folio 887.

The Corporation of the City of Salisbury was vested Lot 282 of Deposited Plan 7897 as reserve in November 2000 from the South Australian Housing Trust

The Land is classified as community land in accordance with the provisions of the Local Government Act 1999.

There is no dedication or trust.

3. Purpose of Proposal.

The purpose of the proposal is to revoke the community land classification and rededicate the land as road where the roundabout has been constructed.

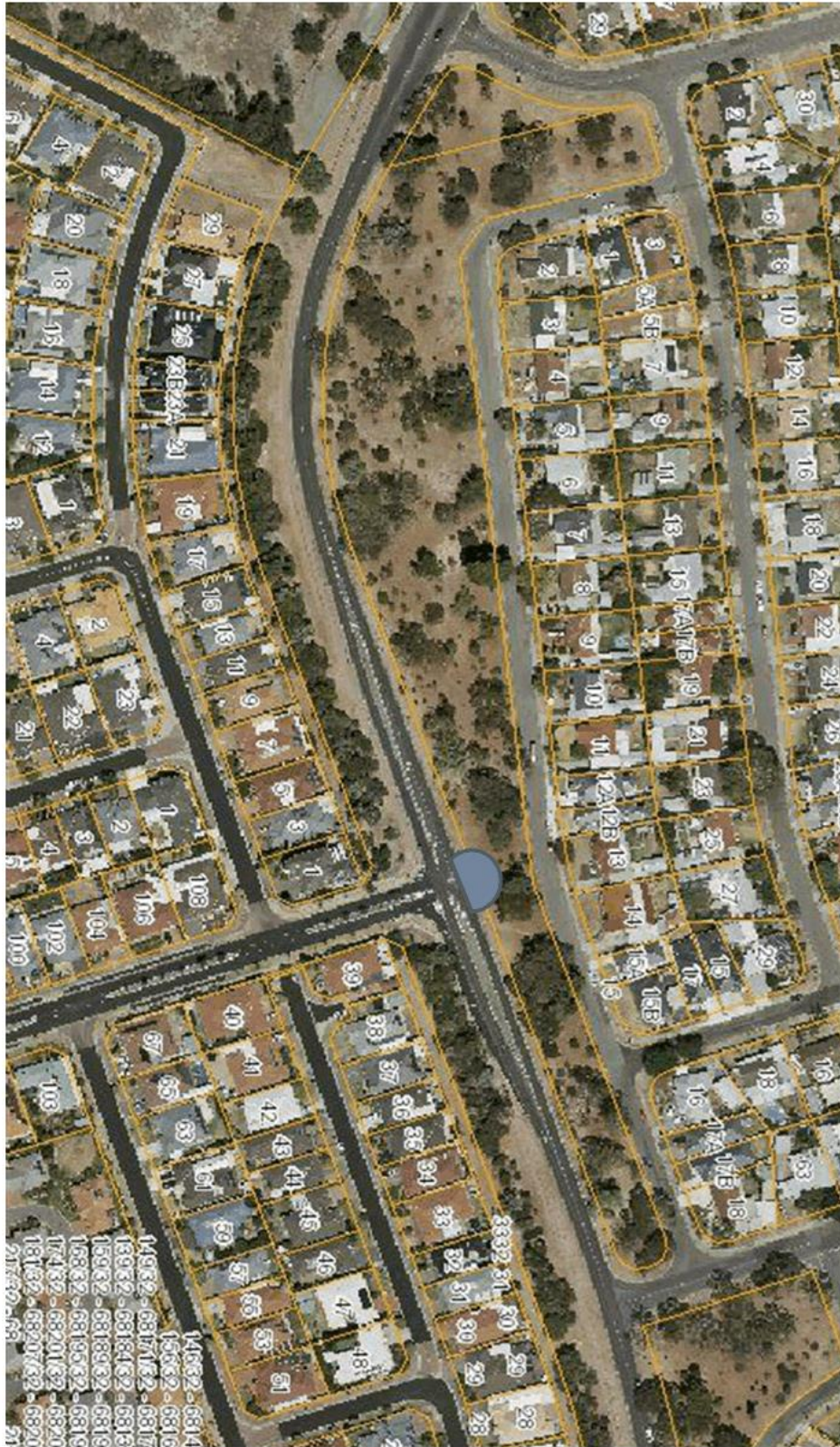
4. Affect of the Proposal.

The subject land serves no useful purpose in terms of recreational open space and considering the availability of larger recreational open space within easy walking distance, for example Bromley Green and Pioneer Avenue Reserve, the removal of a portion of the Wright Road Reserve will not have a detrimental effect on the residents in this locality

5. Owner of the Land

The subject land is owned by the City of Salisbury.

See Map Attached



Item 2.5.1 - Attachment 3 - Report - Section 194 Report, Local Government Act 1999

ITEM	2.6.1
	WORKS AND SERVICES COMMITTEE
DATE	20 November 2017
HEADING	Capital Progress Report - October 2017
AUTHOR	Christy Martin, Senior Coordinator Project Administration, City Infrastructure
CITY PLAN LINKS	3.2 Have interesting places where people want to be.
SUMMARY	The following monthly status report and requests for amendments is presented to effectively manage the City Infrastructure Capital Works Program.

RECOMMENDATION

1. Report be received and noted.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 City Infrastructure is responsible for the capital works associated with plant and fleet, building, traffic and civil engineering services, landscape and environmental works. Specifically these works involve the project management of design, specification development, construction and recurrent maintenance. Service provision is undertaken by both internal service providers and external consultants/contractors. City Infrastructure provides periodical progress reports for these projects.

2. CONSULTATION / COMMUNICATION

- 2.1 As part of the management of the City Infrastructure Capital Works Program, communication of the program occurs on a monthly basis via the Works and Services Committee. In addition, a current program of works is available on the City of Salisbury internet site and highlights are included within the periodic publications of Salisbury Aware.

3. REPORT

3.1 PROGRAM UPDATE

The Capital Works Program continues to be progressively delivered. Works are managed to where possible best align with weather conditions and optimum planting seasons. Herewith current project highlights;

Playground Renewals Soon to Commence

The detail design of **Twell Green, Para Hills**, playground renewal was successfully completed in the first quarter of FY2017/18. Following contract award, some of the new play elements proposed to be installed will be along the lines of the following items:



The renewal of **Heron Avenue Reserve, Parafield Gardens**, play space has progressed to the procurement phase. The following play equipment items are indicative of what has been proposed to include within the site:



Currently in Construction

The turning of the sod ceremony for **Para Hills Community Hub** was successfully held Thursday 19th October 2017.



Following the ceremony, site construction commenced. Unfavourable subgrade conditions have been discovered in the location for the new carpark which is on the site of the demolished swimming pool. An engineering solution has been formulated to address this and enable the project to continue.



Projects Recently Completed

Mawson Lakes: Fitness Loop & Equipment

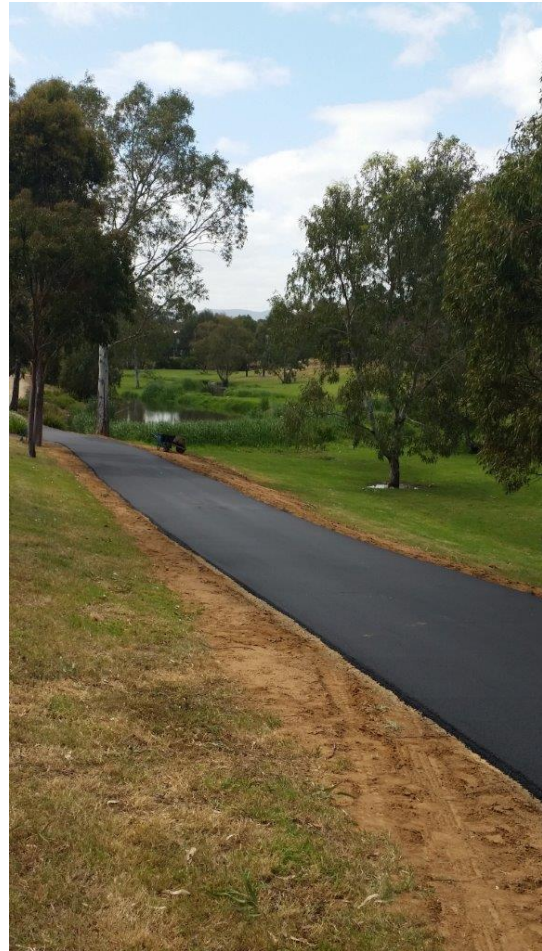
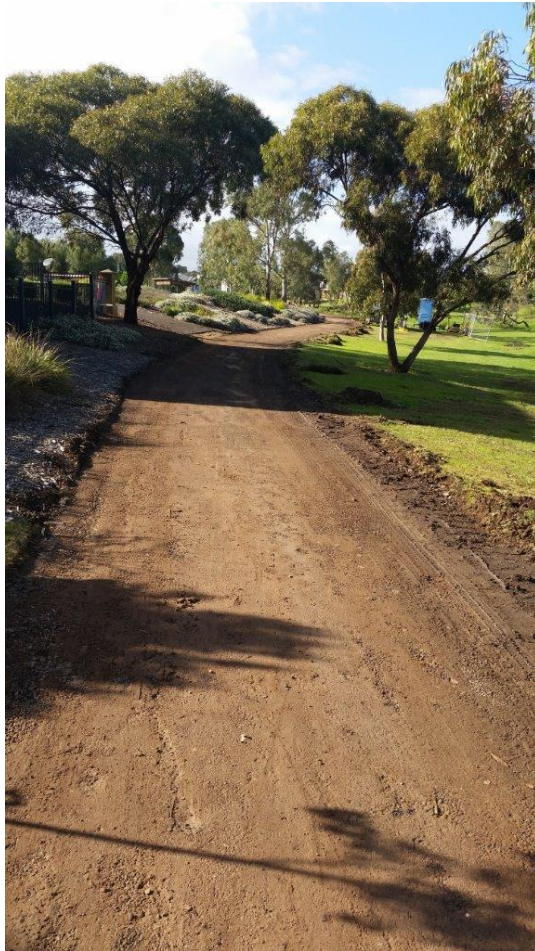


Pitman Park, Salisbury: Amenity upgrade around water feature and ornate creek



Projects Recently Completed

Mawson Lakes: Bituminous Path



4. CONCLUSION / PROPOSAL

- 4.1 This summary report regarding the City Infrastructure Capital Works Program be received.

CO-ORDINATION

Officer: Executive Group
Date: 13/11/2017

ITEM	2.6.2		
	WORKS AND SERVICES COMMITTEE		
DATE	20 November 2017		
PREV REFS	Council	NOM1	25 Sep 2017 6:30 pm
HEADING	Installation of Bus Shelters		
AUTHOR	Bradley Wallace, Traffic Engineering Officer, City Infrastructure		
CITY PLAN LINKS	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	Council currently owns and/or maintains 330 bus shelters at 760 bus stops across the City of Salisbury. Councils rely significantly on State Government funding to install bus shelters at new locations. Council currently receives all public requests for new bus shelters, which is an informal shift of responsibility from State Government to Councils. This report recommends that Council advocates strongly for the State Government to reinstate the bus shelter funding program.		

RECOMMENDATION

1. This report be received and noted.
2. That the Administration continue to work with the Department of Planning, Transport & Infrastructure (DPTI) to advocate for the State Government to reinstate the DPTI Bus Shelter Funding Program, given the benefits passengers receive from increased service levels at bus stops.
3. A New Initiative Bid to the value of \$45,000 be submitted for consideration in addition to the current renewal program, to assist in urgent community needs in the 2018/19 Budget Bid process.

ATTACHMENTS

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

1. DPTI Standard - Bus Shelter and Bus Pad (with footpath connection) - General Details
2. New Compliant Bus Shelter - Waterloo Corner Stop 50A West - Installed 2010/11 in First Year of DPTI Bus Shelter Funding Program
3. New Torrens Bus Shelter by Ascot Welding - Diagram
4. New Torrens Bus Shelter by Ascot Welding - Diagram - Side Elevation

1. BACKGROUND

1.1 At the September 2017 Council Meeting, a Notice of Motion was passed for Council staff to report back on details of planned bus shelter installations, including details of accessibility compliance.

1.2 NOM1 Installation of Bus Shelters:

1. That staff report back with details of planned bus shelter installations, including any plans to provide 'age friendly' shelters to accommodate mobility equipment such as walkers/walking frames.

Resolution No. 2036/2017

2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 Team Leader, Strategic Asset Management

2.2 External

2.2.1 DPTI Transport Operations:

- Manager, Operational Planning & Standards
- Senior Project Officer, Operational Planning & Standards
- Bus Shelter Project/Senior Project Officer

3. REPORT

3.1 The provision of new bus shelters throughout Local Government Areas is viewed as the responsibility of the State Government through the Public Transport Division of DPTI. However, as bus shelters are typically installed within Council verges and also maintained by Council staff, responsibility within levels of Government has become unclear. This is further complicated by the fact that State Government 'gifts' older bus shelters to Councils as assets.

3.2 City of Salisbury currently owns and/or maintains 330 bus shelters at 760 bus stops across the city. In Salisbury, as in other Council areas, state government installs bus shelters at new locations.

3.3 At bus stops where shelters are installed, it increases the service level offered to bus passengers through opportunities for seating and protection from inclement weather.

3.4 Similarly, as the state government is the provider of public transport services, bus shelters have typically been viewed as their responsibility, however Councils have assisted with the ongoing maintenance and cleaning of bus shelters. Council also installs the footpath, ramps, and bus pads for the sites.

3.5 At present, as part of Council's Transport Asset Management Plan, Council has an ongoing program to renew 250 Council owned bus shelters that are nearing 30 years of service life. These old shelters were gifted as assets to Council by the state government approximately 10-15 years after their installation. The following is noted about the renewal program:

3.5.1 The program began in 2016/17, renewing four older shelters, and upgrading where required the pads to DDA compliance each year.

- 3.5.2 Shelters are prioritised based on both patronage numbers and asset condition. Shelters in poor condition are of higher priority.
- 3.5.3 These older shelters are typically of a green concrete aggregate construction.
- 3.5.4 The renewal program is TRR22852 – Bus Shelter Renewal and Bus Stop Improvement Program.
- 3.6 59 of the 330 bus shelters, installed on local roads, were installed between 2010/11 - 2013/14 under DPTI’s previous Bus Shelter Funding Program. These shelters were:
 - 3.6.1 Fully funded by DPTI including the fabrication and installation.
 - 3.6.2 These shelters are currently owned by DPTI for a 15-year period, but are maintained by Council.
 - 3.6.3 After this 15 year ownership period, State Government have provided funding for any major repairs or replacement of applicable shelters, with the expectation of these shelters being gifted as assets to Council, similar to what has occurred in the past, as they are seen by State Government as part of the verge furniture and footpath network, which Council owns and manages.
 - 3.6.4 This State Government program significantly raised the expectation of residents with respect to the installation of bus shelters throughout the City.
- 3.7 Unfortunately, the successful DPTI Bus Shelter Funding Program was discontinued during the current term of the State Government.
- 3.8 Consequently, with the level of expectation raised by the State Government the community, and the State government no longer funding new installations the State is passing these requests to Local Government. State Government has currently a procedure to shift of responsibility to local government, where Councils are expected to fully fund the capital costs of any new bus shelter installation.
 - 3.8.1 On average, six requests for bus shelters at new locations are received each year by Council.
 - 3.8.2 Where the number of requests for seating at a bus stop is significant, a standard Council park bench may be installed by Council in lieu of a bus shelter, given that new shelter installation is the financial responsibility of the state government.
- 3.9 Since 2010/11 and the beginning of DPTI’s Bus Shelter Funding Program, all bus shelters have been designed and installed in accordance with relevant access and mobility legislation, standards and guidelines. Most importantly, the Disability Discrimination Act (DDA) 1992.
 - 3.9.1 Under current standards, infrastructure at bus stops are placed in such a way that a standard wheelchair can successfully maneuver around each item. Refer Attachment 1.

- 3.9.2 These new DDA-compliant bus shelters have two wheelchair allocated spaces. These can also be utilised by those with walking frames or motorised mobility scooters.
- 3.9.3 Since 2010/11, Council's contractor for the fabrication and installation of DDA-compliant shelters has been Ascot Welding. Refer Attachment 2 - current Council standard bus shelter, with bus pad and footpath connection. Design Diagrams for these bus shelters can be seen in Attachment 3 and 4 (side view).
- 3.10 The capital costs for the fabrication and installation of a new DDA-compliant bus shelter (structure only) is \$7,200.00.
- 3.10.1 DDA-compliant bus shelters need to be installed on DDA-compliant (accessible) bus pads and connected to Council's footpath network.
- 3.11 The capital costs for the installation of a bus pad and footpath connectivity at a bus stop is \$3,600.00.
- 3.12 Including design and project management with some contingency, the capital cost of installing a new DDA-compliant bus shelter, with bus pad and footpath connectivity is approximately \$13,500.00.
- 3.13 This would bring the capital works program to the value of \$81,000.00 per financial year to address the average six requests for new bus shelters received each year by Council for new bus shelters.
- 3.14 It is proposed that both DPTI and Council continue to advocate through state government the reinstatement of the DPTI Bus Shelter Funding Program given the benefits passengers receive from increased service levels at bus stops.
- 3.15 It is possible after discussions with DPTI staff, that the DPTI Bus Shelter Funding Program will be reinstated in the next term of state government.
- 3.16 As Council is not part of the state revenue system for public transport fares and Council is already responsible for the creation of DDA paths and lighting to create continuous paths of travel from the street to the bus stop, it is recommended that Council, in general, retains its current stance in relation to the funding of bus shelters: only installing bus shelters on behalf of State Government, where State Government fully-funds the initial capital costs of a bus shelter. This can be achieved through reinstatement of the DPTI Bus Shelter Funding Program.

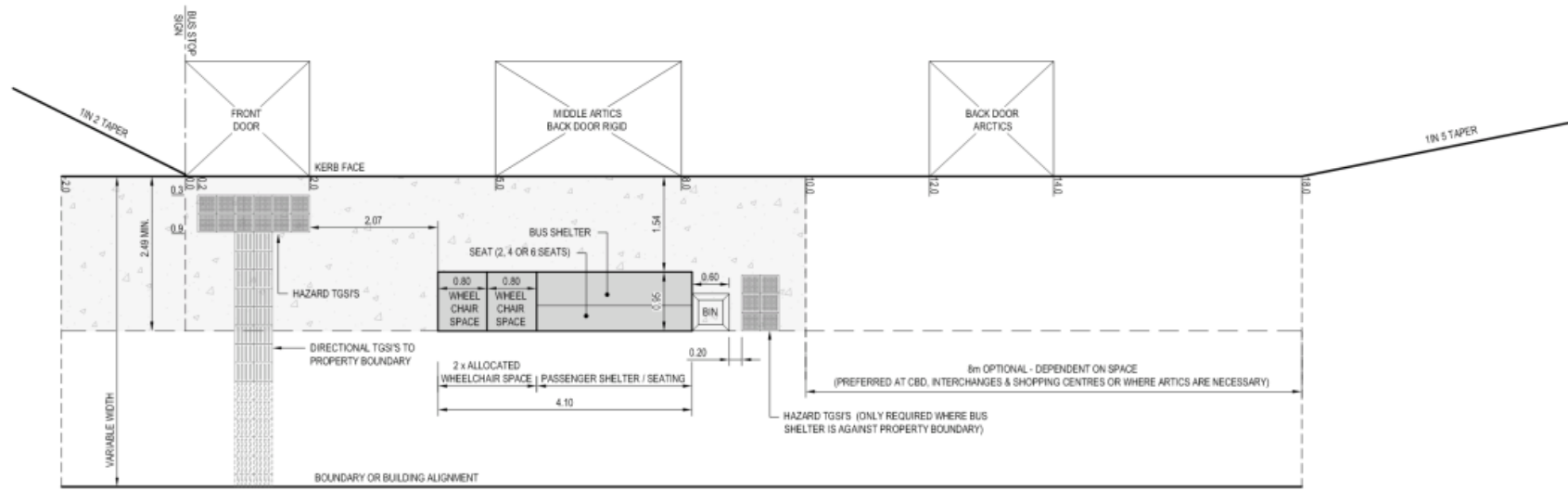
4. CONCLUSION / PROPOSAL

- 4.1 As noted earlier in the report, between 2010/11 - 2013/14, Council, in-conjunction with DPTI, installed 59 new DDA-compliant bus shelters across the city. This was achieved under a Bus Shelter Funding Program in the previous term of state government where DPTI fully-funded the fabrication and installation of new bus shelters which Council managed.
- 4.2 The DPTI Bus Shelter Funding Program was discontinued in the current term of State Government, despite significant DPTI and local government support for the scheme and general praise from the public.

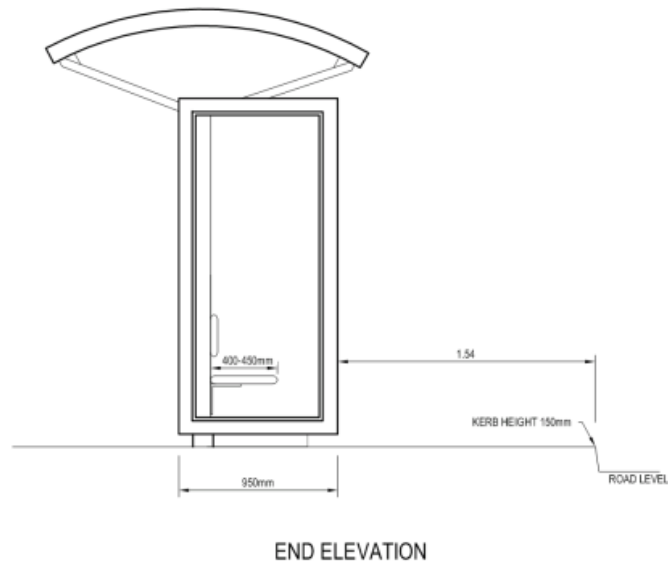
- 4.3 Both DPTI and Council will continue to advocate through state government the reinstatement of the DPTI Bus Shelter Funding Program given the benefits passengers receive from increased service levels at bus stops, particularly with the state election approaching.
- 4.4 As Council is not part of the state revenue system for public transport fares, it is recommended that Council retains its current stance in relation to the funding of bus shelters: only installing bus shelters on behalf of State Government, where State Government fully-funds the initial capital costs of a bus shelter.
- 4.5 In the interim, given recent rate payer requests, particularly around universal access to bus stops, it is proposed to include a \$45,000 New Initiative Bid, in addition to the current renewal program to assist in meeting urgent community need around for shelters, seats or ancillary infrastructure, which can be included in the Transport Asset Management Plan. This would be managed through the same process as footpath requests, through the Footpath Request Evaluation Team (FRET).
 - 4.5.1 The program would feature both a request based and pro-active component.
 - 4.5.2 The capital works program for bus shelter renewal would be increased to include the additional \$45,000 to be considered as part of the New Initiative Bid process for 2018/19 and later financial years.
 - 4.5.3 Council would base prioritise installation type and approval on:
 - The current patronage
 - Location in the City
 - Resident access needs
 - Position relative to age/disability services

CO-ORDINATION

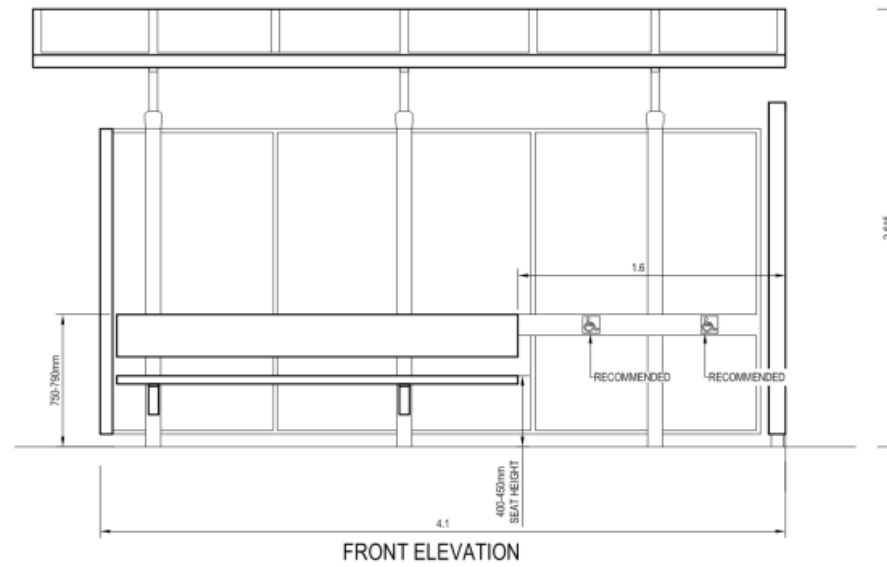
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Date: 13/11/2017



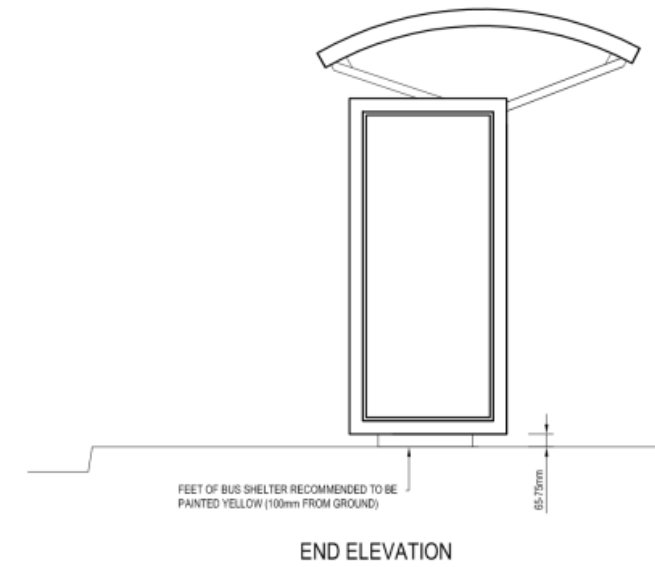
TYPICAL BUS STOP LAYOUT
SCALE 1:50



END ELEVATION



FRONT ELEVATION



END ELEVATION

BUS SHELTER
SCALE: NTS

- LEGEND**
- CONCRETE OR BITUMEN (MIN. REQUIREMENTS)
 - HAZARD TGS'S
 - DIRECTIONAL TGS'S
 - INTERNATIONAL SYMBOL FOR ACCESS

ABBREVIATIONS:
TGS's= TACTILE GROUND SURFACE INDICATOR

- NOTE:**
1. TACTILE GROUND SURFACE INDICATORS AND SHELTER TO BE MINIMUM 30% CONTRAST TO SURROUNDING COLOUR.
 2. MAXIMUM GRADE OF FOOTPATH IS 2.5%
 3. DIMENSIONS SHOWN IN METRES UNLESS INDICATED OTHERWISE.
 4. TGS's PREFERABLY TO BE CONCRETE TYPE RATHER THAN 'STICK ON'.
 5. PREFERRED SHELTER FEET - CONTRAST COLOUR YELLOW. (100mm FROM GROUND)
 6. THE DIMENSIONS ALLOW FOR THE MINIMUM CIRCULATION SPACE TO ACCOMMODATE A WHEELCHAIR
 7. CONSULT THE DDA DISABILITY STANDARDS FOR ACCESSIBLE PUBLIC TRANSPORT FOR FURTHER DETAIL.

No.	AMENDMENT DESCRIPTION	BY	DATE
E	ISSUED FOR REVIEW	AS*	18.10.13
D	ISSUED FOR REVIEW	AS*	18.10.13
C	ISSUED FOR REVIEW	AS*	16.10.13
B	ISSUED FOR REVIEW	CC*	02.10.13
A	ISSUED FOR REVIEW	CC*	30.03.13

Government of South Australia
Department of Planning, Transport and Infrastructure

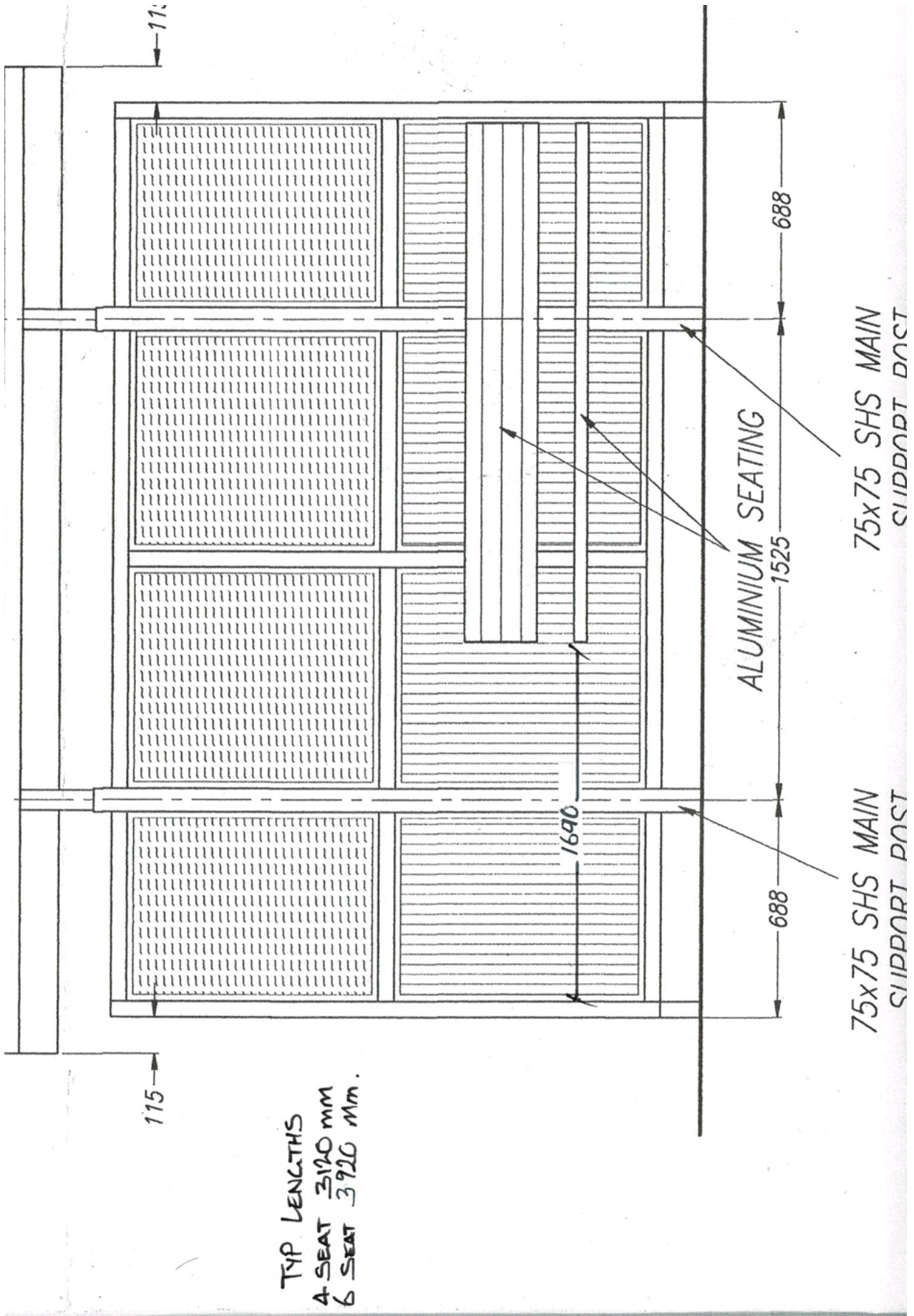
TYPICAL BUS SHELTER & BUS PAD
GENERAL DETAILS

DESIGNED GHD	DRAFTED GHD	CHECKED	PATCHES No.	SKETCH No. 33-17299-SK001	AMEND No. E
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ALL DIMENSIONS ARE IN METRES UNLESS SHOWN OTHERWISE
100 MILLIMETRES ON ORIGINAL DRAWING
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Item 2.6.2 - Attachment 2 - New Compliant Bus Shelter - Waterloo Corner Stop 50A West - Installed 2010/11 in First Year of DPTI Bus Shelter Funding Program



Item 2.6.2 - Attachment 3 - New Torrens Bus Shelter by Ascot Welding - Diagram

