



AGENDA

**FOR PROGRAM REVIEW SUB COMMITTEE MEETING TO BE HELD ON
12 FEBRUARY 2018 AT CONCLUSION OF SPORT, RECREATION AND GRANTS
COMMITTEE**

IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY

MEMBERS

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

REQUIRED STAFF Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C
Mansueto Manager Governance, Mr M Petrovski
Governance Support Officer, Ms K Boyd

APOLOGIES

An apology has been received from Cr B Brug.

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Program Review Sub Committee Meeting held on 13 November 2017.

REPORTS

PRSC1	Changes to the Program Review Sub-Committee	9
PRSC2	Program Review Update - Parks & Landscape and Civil Services (now Field Services)	17

OTHER BUSINESS

CONFIDENTIAL ITEMS

PRSC3 Program Review Findings for the Fleet & Workshop Section (Business Support Division)

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

1. *Pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*
 - *it relates to information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).*
2. *In weighing up the factors related to disclosure,*
 - *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*
 - *Non disclosure of this matter would enable information that may have implications for resourcing/service levels to be considered in detail prior to a Council position in relation to the matter being determined.*

*On that basis the public's interest is best served by not disclosing the **Program Review Findings for the Fleet & Workshop Section (Business Support Division)** item and discussion at this point in time.*

3. *Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except staff of the City of Salisbury on duty in attendance, be excluded from attendance at the meeting for this Agenda Item.*

CLOSE

Confidential Item PRSC3



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

13 NOVEMBER 2017

MEMBERS PRESENT

Cr E Gill (Chairman)
Mayor G Aldridge
Cr D Bryant
Cr L Caruso (Deputy Chairman)
Cr R Zahra
Cr J Woodman (*for Cr S Bedford*)
Cr D Pilkington (*via remote access*) (*for Cr G Caruso*)

OBSERVERS

Nil

STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
Manager Governance, Mr M Petrovski
Governance Support Officer, Ms K Boyd

The meeting commenced at 7:05pm.

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

APOLOGIES

Apologies were received from Cr S Bedford, Cr B Brug, Cr G Caruso and Cr D Proleta.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr L Caruso
Seconded Mayor G Aldridge

The Minutes of the Program Review Sub Committee Meeting held on 09 October 2017, be taken and read as confirmed.

CARRIED

REPORTS

Suspension of Meeting

Moved Cr D Pilkington
Seconded Cr L Caruso

That the Program Review Sub Committee meeting be suspended to enable informal discussion on Item PRSC1.

CARRIED

The meeting was suspended at 7:07pm.

The meeting resumed at 9:21pm.

PRSC1 CEO and Governance Program Review - Final Report

Moved Mayor G Aldridge
Seconded Cr J Woodman

1. The CEO and Governance Program Review report be received and noted.
2. The Manager Governance undertakes to achieve full compliance in those areas identified in the recommendations of the Legislative Compliance Audit at the earliest opportunity.
3. The Chief Executive work with the Manager Governance to identify further opportunities to improve and strengthen Council's governance processes, but in particular take action to:
 - a. Implement the proposed changes to the Code of Conduct for Council Members - Dealing with Complaints Procedure as contained in Attachment 4 to this report.
 - b. Present to an Informal Strategy session the proposed examples of new Council and Committee report templates before proceeding with implementation.
 - c. Trial the use of legal resources for a period of 3 months to assist in the training and support for Elected Members and staff in the conduct of a Council meeting and report the outcomes of the trial to Council at the Elected Member Annual workshop.

- d. A new contract resource with appropriate skills be appointed to the Governance Division to assist in the further development of the corporate governance function and an expanded audit and risk management capability.
 - e. Develop a program of Elected Member training, and source appropriate training provision options for putting to the Elected Members to determine level of interest for each training subject.
 - f. Staff bring back an implementation plan to transition to the delivery of digital agendas and minutes for Elected Members and staff.
4. Funding and headcount for the new contract position as noted in recommendation 3(d) will be from existing budgets.

CARRIED

OTHER BUSINESS

Nil

CLOSE

The meeting closed at 9:29 pm.

CHAIRMAN.....

DATE.....

ITEM	PRSC1
	PROGRAM REVIEW SUB COMMITTEE
DATE	12 February 2018
HEADING	Changes to the Program Review Sub-Committee
AUTHOR	Charles Mansueto, General Manager Business Excellence, Business Excellence
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This report provides the Sub Committee a revised Terms of Reference and proposed change of name for the future operation of the Program Review Sub-Committee in line with the October 2017 resolution.

RECOMMENDATION

1. That subject to formal endorsement of the new sub-committee by Council the name of the new sub-committee will be Innovation and Business Development Sub-Committee.
2. The Terms of Reference (as attached to Item PRSC1, Program Review Sub Committee, 04/12/2017) for the Innovation and Business Development Sub-Committee be endorsed in principle.
3. That staff bring back a report to Council to formally close the Program Review Sub Committee and establish the Innovation and Business Development Sub-Committee.

ATTACHMENTS

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

1. Draft Terms of Reference for the Innovation and Business Development Sub Committee

1. BACKGROUND

- 1.1 At the October 2017 meeting the Program Review Sub-Committee the following was resolved:

“That staff bring back a further report based on Part 6 of this report (PRSC 09/10/2017, PRSC1 Future Considerations of Program Review Committee), including options for a new name for the Sub-Committee and membership details to include the Mayor and one Elected Member from each ward with the other Elected Member from each ward as proxy, together with draft Terms of Reference for further consideration.”

- 1.2 This report responds to this resolution and seeks consideration of a revised Terms of Reference and change of name for the sub-committee.

2. CITY PLAN CRITICAL ACTION

2.1 N/A

3. CONSULTATION / COMMUNICATION

3.1 Internal

3.1.1 Executive

4. CURRENT TERMS OF REFERENCE

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

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

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

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

4.2 As the program review is nearing completion the sub-committee considered at its October 2017 meeting whether the sub-committee should continue with a different purpose.

4.3 The committee also sought consideration of the change in the name of the sub-committee to better reflect the revised purpose.

5. REVISED PURPOSE

5.1 Based on the previous consideration the revised Terms of Reference of the new sub-committee should include:

- 5.1.1 Continue reporting on the current Program Reviews as they are implemented
- 5.1.2 Reporting on the outcomes of the bi-annual Customer Survey to discuss and consider service levels and performance against these service levels to identify opportunities for improvement
- 5.1.3 Reporting on the progress with the implementation of the Continuous Improvement Framework across the organization
- 5.1.4 Consider strategic initiatives that support and improve the delivery of services.

- 5.2 Provided as Attachment 1 is the revised Terms of Reference.
- 5.3 All other sections of the Terms of Reference remain unchanged, which includes the requirement of an alternate Ward Councillor to be appointed as a deputy member in the absence of the appointed member.

6. NAME OF THE NEW SUB COMMITTEE

- 6.1 Options previously considered by the sub-committee for a new name include, Enabling Excellence to align with one of the City Plan 2030 key directions focused on organizational performance, or Innovation and Business Development.
- 6.2 It is proposed that the new sub-committee is named Innovation and Business Development as this better reflects the purpose of the sub-committee.

7. CONCLUSION / PROPOSAL

- 7.1 As the purpose of the Program Review Sub Committee is coming to a close, it is appropriate for Council to consider a revised purpose and associated terms of reference to build on the successful program review initiative.
- 7.2 This report provides a revised purpose in line with previous considerations by the sub-committee.
- 7.3 Subject to endorsement of the attached terms of reference, a report will be brought back to Council that will seek formal closure of the Program Review sub-committee and establish the new sub-committee.

CO-ORDINATION

Officer:

Date:



Innovation and Business Development Sub Committee

- Terms of Reference -

Endorsed by Council: TBC

Review Date: TBC

1. Purpose

- 1.1 The Innovation and Business Development Sub Committee has been established to provide advice to the Budget and Finance Committee in relation to the strategic opportunities that can be achieved to continually improve the services provided to the community. To achieve this goal, the Innovation and Business Development Sub Committee will:
- Report on the progress of the previous Program Review initiative.
 - Review the outcomes of the bi-annual Customer Survey to discuss and consider:
 - Service levels
 - Performance against the Service Levels
 - Opportunities to improve services
 - Reporting on the progress of the Continuous Improvement Framework
 - Consider strategic initiatives that support and improve the delivery of Council services
 - Make recommendations to the Budget and Finance Committee on matters considered by the sub committee.
- 1.2 The Sub Committee will adopt a risk management focus in its considerations, delivery and recommendations to Council. The advice to Council will reflect both the risk and opportunities of the issue to enable Council to act as an informed and responsible decision maker representing the interests of the community.

2. Status and Term of the Committee

- 2.1 The Sub Committee is formed under section 41 of the *Local Government Act 1999* as an advisory committee to the Budget and Finance Committee for the purpose of providing advice to Council in regard to the areas listed in section 1 above.
- 2.2 This Sub Committee will exist for the term of the Council.

3. Meeting Details

- 3.1 The Sub Committee meets as required during the second week of the month.



Innovation and Business Development Sub Committee

- Terms of Reference -

Endorsed by Council: TBC

Review Date: TBC

- 3.2 In the event that Monday is a public holiday, the meeting will convene on the Tuesday of the same week.
- 3.3 Meetings of the Sub Committee will be held in the Committee Rooms, City of Salisbury, 12 James Street Salisbury or as otherwise determined by the Committee.
- 3.4 In accordance with Section 87 of the *Local Government Act*, a minimum of three clear days notice of an ordinary meeting will be provided to members of the Sub Committee.
- 3.5 Public notice of meetings will be given through publication of the annual meeting schedule on the City of Salisbury website. A copy of the Notice of Meeting and Sub Committee Agenda will also be displayed at 12 James Street Salisbury.
- 3.6 Members of the public are able to attend all meetings of the Sub Committee, unless prohibited by resolution of the Sub Committee under the confidentiality provisions of section 90 of the *Local Government Act*.

4. Membership

- 4.1 The membership of the Sub Committee is as determined by Council.
 - Mayor Gillian Aldridge
 - Cr Betty Gill (Central Ward)
 - Cr Joe Caruso (East Ward)
 - Cr David Bryant (Hills Ward)
 - Cr Beau Brug (Levels Ward)
 - Cr Linda Caruso (North Ward)
 - Cr Riccardo Zahra (Para Ward)
 - Cr Sean Bedford (South Ward)
 - Cr Chad Buchanan (West Ward)
- 4.2 All members must attend meetings and where unable to do so, must provide an apology prior to the meeting.
- 4.3 The alternate Ward Councillor is appointed as a Deputy Member to the Innovation and Business Development Sub Committee, and in the absence of the appointed member will act as a full member of the Innovation and Business Development Sub Committee.



Innovation and Business Development Sub Committee

- Terms of Reference -

Endorsed by Council: TBC

Review Date: TBC

- 4.3 Members of the Sub Committee must comply with the conduct and conflict of interest provisions of the *Local Government Act*. In particular, Sections 62 (general duties), 63 (code of conduct) and 73-74 (conflict of interest, members to disclose interests) must be adhered to.

5. Chairman and Deputy Chairman

- 5.1 The appointment of a Chairman will be made by the Council for a term determined by the Council.
- 5.2 The Deputy Chairman will be appointed at the first meeting of the Committee for a term determined by the Committee.

6. Voting Rights

- 6.1 All members have equal voting rights. A question arising for a decision will be decided by a majority of votes cast by all members present.
- 6.2 Each member must vote on a question arising for a decision.
- 6.3 The Chairman has a deliberative vote, but does not, in the event of an equality of votes have a casting vote.
- 6.4 In the event of an equality of votes, the matter must be referred to the Budget and Finance Committee for decision.

7. Meeting Procedures, Minutes and Documents

- 7.1 All meetings of the Sub Committee will be held in accordance with the *Local Government Act 1999* (and relevant Regulations), the City of Salisbury Code of Practice for Meeting Procedures and the City of Salisbury Code of Practice for Access to Meetings and Documents.
- 7.2 Minutes will be kept of the proceedings at each Sub Committee meeting. Members of Council will be provided with a copy of all minutes of the proceedings of this Sub Committee within five days after a meeting.
- 7.3 Members of the public have access to all documents relating to the Sub Committee unless prohibited by resolution of the Committee under the confidentiality provisions of section 91 of the *Local*



Innovation and Business Development Sub Committee

- Terms of Reference -

Endorsed by Council: TBC

Review Date: TBC

Government Act 1999.

8. Quorum

- 8.1 A quorum shall be determined by dividing the total number of members of the committee by two (ignoring any fractions) and adding one. For a committee comprising 8 members, the quorum is 5 (that is, 8 divided by 2 = 4 (ignoring any fractions) = 4 + 1).
- 8.2 When the Mayor (as an ex officio member) is in attendance at a Innovation and Business Development Sub Committee meeting, the quorum requirement remains 5 (that is 9 divided by 2 = 4.5 (ignoring any fractions) = 4 + 1).

9. Reporting Requirements

- 9.1 This Sub Committee reports to the Budget and Finance Committee.
- 9.2 The Sub Committee shall make whatever recommendations to the Council it deems appropriate on any area within its Terms of Reference where in its view action or improvement is needed.
- 9.3 Recommendations made by the Sub Committee will be referred to the next Budget and Finance Committee meeting, through presentation of minutes, for final resolution.

ITEM	PRSC2
	PROGRAM REVIEW SUB COMMITTEE
DATE	12 February 2018
HEADING	Program Review Update - Parks & Landscape and Civil Services (now Field Services)
AUTHOR	Mark Purdie, Manager Field Services, City Infrastructure
CITY PLAN LINKS	4.2 Develop strong capability and commitment to continually improve Council's performance.
SUMMARY	<p>The implementation of the Program Review into the Parks and Landscape and Civil Services areas (now Field Services) is nearing full completion with the last stage of program review assessments to be implemented by March 2018.</p> <p>Service level changes adopted by Council in August 2015 have been implemented and service modes identified for assessment for potential market testing have been assessed, staff consulted, outcomes identified and implementation is underway.</p> <p>Continuous improvement has been a key focus of operational service delivery and together with service mode changes, has resulted in substantial efficiency gains valued at \$684k per annum that have translated to either improved service levels, or recurrent operational budget savings totaling \$445k per annum.</p> <p>Continuous improvement will continue to be a focus post program review to build upon the good work undertaken and further refine identify efficiencies and improve service delivery to the community.</p>

RECOMMENDATION

1. That the information be received.

ATTACHMENTS

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

1. Summary of Service Area Assessments

1. BACKGROUND

1.1 The program review into the Parks and Landscape and Civil Services area commenced in mid-2014 and involved engagement with Elected Members via several reports, presentations and a survey. A findings report was presented at the August 2015 Council meeting where it was resolved that:

- 1.1.1 Service level changes for specific areas be implemented.
- 1.1.2 All other actions necessary to implement the findings be noted.
- 1.1.3 The Executive Group monitor the Parks and Landscape and Civil Services review implementation plan.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 Manager People & Culture
- 2.1.2 Finance Division

3. REPORT

3.1 Table 1 below provides a summary of the key stages and activities implemented since August 2015 with an update on the outcomes of these activities presented in this report.

Table 1 – Summary of Stages and Activities from August 2015 – January 2018

Stage 1	Consult and engage with staff on initial findings and proposed changes and seek feedback on: <ul style="list-style-type: none"> • Service Level Changes (implementation of) • Principles and Practical Considerations for Assessing Service Delivery Modes • Service Delivery Mode Changes – services identified for further investigation and potential market testing • Continuous Improvement Initiatives 	Sep – Dec 2015
Stage 2	Analyse feedback / Explore any new ideas or options / Change Proposals if required	Jan - Feb 2016
Stage 3	Finalise service level changes Finalise principles for assessing service modes Finalise services areas for further investigation and potential market testing Consolidate list of continuous improvement opportunities Develop Detailed Implementation Plan	Mar 2016
Stage 4a	Undertake detailed investigations and comparative analysis of services areas identified for potential service mode changes and market testing (Reserve maintenance – part, Irrigation – part, Pest & Weed Control, Native Landscape, Street Sweeping, SEP Cleaning, Road Failure Repairs)	Jun 2016-Oct 2017
Stage 4b	Focus on Continuous Improvement – running in parallel to comparative analysis. Implementing improvements.	Jun 2016-Oct 2017
Stage 5	Consult/Engage on detailed service mode investigations and comparative analysis findings	Dec 2017/Jan 2018
Stage 6	Implement Final Decision on Service Mode Changes	Jan - Mar 2018

- 3.2 The implementation of the findings is tracking ahead of the initial predicted timeframe, with all assessments and consultation with staff now completed.
- 3.3 The final stage (6) of implementing the outcomes from assessments is currently underway and estimated to be completed by the end of March 2018. This final stage is being undertaken in parallel with restructuring of field teams to align resources and service delivery with outcomes from the program review.

Service Level Adjustments

- 3.4 Table 2 below provides an update on the service level change adoptions from the August 2015 meeting and some further information on service level improvements that have been made possible through efficiency gains and continuous improvement initiatives.

Table 2 – Summary and Update of Service Level Adjustments

Service Area	Adopted August 2015 Council Resolution	Operating Budget Impact	Update
Irrigation Maintenance	No Change	Nil	Increase in inspection /maint frequencies implemented as outcome of service mode assessment.
Bushfire Management	Assess Service Levels as part of Review & Update of 2010 Bushfire Management Plan	Nil	Completed. Regional Bushfire Plan Developed and adopted June 2016. Bushfire Management transferred to Inspectorate Division Nov 2017.
Tree Planting	No Significant Change Consider upgrade of 3rd Watering Truck to 5,000L capacity when due for replacement (Business Case Required)	Nil	In Progress. Budget approved for upgraded watering truck 17/18.
Playgrounds / Urban Elements	Decrease inspection frequency at lower use Neighbourhood Play Spaces (40) – from monthly to bi-monthly (visual checks also undertaken by reserve maintenance teams). Maintain regional play space inspections fortnightly, and district and high usage Neighbourhood Play Spaces monthly. This complies with Australian standards. Benefit is improved resource time for St. Kilda and to improve maintenance of park furniture (urban elements).	Nil	Completed
	Increase inspection frequency of St. Kilda Adventure Playground from fortnightly to weekly – due to increased usage following the	Nil	Completed

Service Area	Adopted August 2015 Council Resolution	Operating Budget Impact	Update
	upgrade.		
	Consider independent audit of each playspace every 3 years – as part of Asset Management Plans (funded from Capital)	Nil	Completed
Pest & Weed Control	Decrease pest control budget – consistent reduced demand for pest services. No noticeable impact to community – budget saving.	(\$25k)	Completed
	Decrease broadleaf weed control in lower category reserves (dryland with no infrastructure) – from annual to biannual. Service levels for proclaimed weeds (Caltrop, Kahki weed etc. – unchanged). No noticeable impact to community – budget saving.	(\$30k)	Completed
Native Landscape – Biodiversity Work	Reduce current scope of biodiversity maintenance from a value of \$80k per annum to \$50k per annum, service by panel contract and focus on high biodiversity value sites, wetlands and watercourses. No noticeable impact to community – budget saving. Planting works with community groups can be facilitated by tree planting team.	(\$30k)	Completed. Implemented with outcome of service mode assessment.
Verge Cutting	Various options discussed to increase or decrease service levels. No change to service level adopted.	<i>\$400k (subsequent to review)</i>	<i>Service levels changed subsequent to Program Review – Resolution 1576/2017. Residential cuts increased from 5 to 7 per year – 30 day fixed program.</i>
Tree Pruning	Re-direct 25% (\$280k) of internal reactive pruning to programmed area pruning – increase street tree area pruning frequencies from 7 years to 5 years for residential streets and every 3 years for main roads. Programmed pruning is more efficient and proactively reduces potential risks. Maintains sufficient capability to respond to customer pruning requests.	Nil	Completed.
CIVIL SERVICES			
Street Sweeping	NOT INCLUDED IN AUG 2015 REPORT. Outcome from service mode assessment and continuous improvement.	Nil	Summer leaf fall program. Increase frequency from 6 weekly to 3 weekly from Dec-Feb each year.
SEP Cleaning	NOT INCLUDED IN AUG 2015 REPORT. Outcome from service mode	Nil	Cycle frequency increased to 5 yearly city wide. Biannual hot spot cleaning of 200 SEP's

Service Area	Adopted August 2015 Council Resolution	Operating Budget Impact	Update
	assessment and continuous improvement.		prone to blocking.
Road Failure & Other Civil Maintenance Functions	NOT INCLUDED IN AUG 2015 REPORT. Outcome from service mode assessment and continuous improvement.	As reported in Service Mode Assessments (\$303k)	Reduced road failure focus - alignment with road condition and asset management plan service levels. Increased focus on waterway maintenance, de-silting drainage structures, unsealed path maintenance

Service Mode Changes

- 3.5 An assessment plan was developed in consultation with teams to guide this phase of the review. This included developing key performance indicators and data capture methods, standardization of data, reviewing in improving work plans and identifying opportunities for service improvements. Items for comparison were considered including cost, quality, and timeliness to ensure a fair comparison process in determining if services should be outsourced.
- 3.6 Consultants were engaged to assist in detailed data analysis and to provide a level of independence and rigour to the process.
- 3.7 It should be noted that Side Entry Pit cleaning was not originally identified in the August 2015 report for service mode comparison, but was identified subsequently through the consultation process.
- 3.8 Comparative analysis was not undertaken on the proposal to cease the construction team. As originally reported, the ceasing of this team was based on a consistent reduction and continued projected shortfall is suitable construction work. The construction crew was disbanded in December 2016 with staff redeployed into vacancies within the civil maintenance teams and machinery sold for \$207k. All construction work is now outsourced through competitive procurement processes.
- 3.9 Table 3 below summarises the outcomes of the service mode assessments and further summary for each service areas provided in attachment 1.

Table 3 – Summary of Service Mode Change Assessments

Service Area	Efficiency Outcomes	Recurrent Budget Savings	Sale of Machinery	Position Reduction	Notes
Native Landscape	(\$70k)	(\$70k)		1	Efficiency gains and budget reduction. Outsourcing tractor work only (\$50k)
Pest & Weed Control	(\$40k)	(\$40k)			Efficiency gains. Insourcing. Reduction in contractual budget.
Irrigation	(\$62k)				Efficiency gains– reinvest for service level lift.
SEP Cleaning	(\$110k)	-		2	Outsource service. Service level lift. Significant efficiency gain.
Street Sweeping	(\$100k)	-			Service level lift. Summer leaf program. Additional sweeper for improved capacity.
Road Failure	(\$302k)	(\$302k)	(\$50k)	3	Consolidate to 1 team. Budget savings. Re-align service levels to asset management strategy. Service level lift – other civil functions.
Reserve Maintenance	-	-		-	No financial efficiency gains quantified.
Construction Team		(\$33k)	(\$207k)	7	Cease team. All work outsourced. Annual savings \$33k. Sale of equipment \$207k.
Total	(\$684k)	(\$445k)	(\$257k)	13	

- 3.10 A change in service mode from internal to contract was recommended for tractor slashing in the escarpment reserves and side entry pit cleaning.
- 3.11 A total of ten (10) positions will be reduced as result of service mode changes (including ceasing the construction team) with a further three (3) field positions reduced due to efficiency gains and refined operational service level requirements. There are sufficient vacancies within Field Services to enable redeployment of staff to alternate roles as part of restructuring to align resourcing to the review outcomes. These roles have been filled by temporary agency staff during the Program Review.
- 3.12 Efficiency gains from the assessments and improvements across these service areas are valued at \$684k with annual operational budget savings totaling \$445k. In addition, the sale of machinery from the construction and road failure teams provides \$257k of one off income.

Continuous Improvement

- 3.13 The Parks and Civil Services Divisions were merged in November 2016 to create the Field Services Division. A number of staffing changes have occurred through retirement and the structure of the Division has been reviewed. A new leadership structure is proposed to be established in March 2018 to improve leadership capability and ensure consistency across the new Division. The restructuring is within existing staffing allocations and budget provision.
- 3.14 A field leadership program commenced in November 2017 with two modules of the Certificate IV in Leadership and Management provided to 22 members of the field leadership team. A further program is scheduled following the finalization of the structure to deliver the remainder of the program to the new Team Leaders (10 modules).
- 3.15 A restructure of the Civil teams and functions within Field Services is also currently being undertaken to improve service delivery, increase multi-skilling of the workforce and align resourcing to the outcomes of the program review.
- 3.16 A continuous improvement team has been established at the Operations Centre comprising eight (8) field staff, management, and representatives from Business Excellence (Continuous Improvement Specialist), and People and Culture. The team has been in operation for just over 12 months and has been a key forum for identifying and implementing improvement opportunities across the workforce and driving a culture of change, innovation and continuous improvement.
- 3.17 Work Practices have been revised with a range of actions completed to improve productivity and time on the job, including a charter of depot departure, arrival and break times.
- 3.18 Work schedules have been revised with an increased focus on work programming and managing reactive work. Fortnight by day plans have been introduced and further work is being undertaken on longer term plans such as year by fortnight plans, precinct plans and having these linked to the Confirm Connect system for automatic job creation.
- 3.19 The Asset Management Improvement Project has progressed with the development and approval of a business case and project plan with the implementation of mobile devices in the field scheduled for late 2018. This will enable best practice asset management and deliver a wide range of benefits and efficiencies to field based operations. Some of these include raising jobs in the field, improved allocation of work to teams and scheduling of priorities, improved access to safety information, electronic timesheets, reduced paperwork and duplicated process.
- 3.20 Key Performance metrics have been developed for service areas and work is being undertaken to integrate data collection and reporting methods with the Confirm Connect system to streamline performance monitoring of activities.

- 3.21 A number of improvements to machinery and equipment have been identified to support the revised structure and improve service delivery. These include the purchase of a mid-sized sweeper, the upgrade of a ute to a small truck for a rapid response team, the upgrade of ute to a small truck for the playground maintenance team to undertake broader structural maintenance and the purchase of an excavator to support waterway de-silting and maintenance. These improvements will be detailed in new initiative bids as part of the annual budget process.
- 3.22 Continuous improvement will continue to be an ongoing focus of all operational activity within Field Services.

4. CONCLUSION / PROPOSAL

- 4.1 The implementation of the Program Review for this service area is nearing full completion with the last stage of program review implementation underway and due to be completed by March 2018.
- 4.2 Continuous improvement has been a key focus of operational service delivery and has resulted in substantial efficiency gains valued at \$684k per annum that have translated to either improved service levels or operational budget savings.

CO-ORDINATION

Officer: Executive Group
Date: 06/02/2018

Irrigation Maintenance	
Summary of Service Area	<p>Budget - \$716K, 7 Staff</p> <p>312 Irrigated Sites; 238 Ha of Irrigated areas.</p> <p>Maintenance of automatic sprinkler and drip systems.</p>
Scope of Analysis	<p>Minor Irrigated Reserves Only – approx. 90 sites (excluding Mawson Lakes).</p> <p>Water Meter Reading services.</p>
Improvements Identified	<p>Improved programming of inspection frequencies.</p> <p>Improved check sheets and audit processes.</p> <p>Revised water meter process (one person per vehicle).</p> <p>Training and upskilling of staff in technical proficiencies and restricted plumbers licence.</p> <p>Purchase of minor equipment to improve efficiencies.</p> <p>Installation of synthetic matting to cover cricket wickets.</p> <p>Improved site plans and diaries at work sites.</p> <p>Reduction in service of cleaning filters – Salisbury Water chlorination.</p> <p>Installation of central control to all irrigated sites (capital upgrade 16/17).</p>
Key Findings	<p>Internal costs approx. 22% lower than contract costs.</p> <p>Internal water meter reading costs equivalent to contract costs.</p> <p>No advantage to outsourcing.</p> <p>Productivity gain of 1,094 work hours, valued at \$62k through improvement initiatives.</p>
Outcomes	<p>No further outsourcing. Irrigation services continue to be delivered through existing blended service arrangement comprising internal and external providers.</p> <p>Productivity gains made through the review reinvested into routine inspection and maintenance frequencies to higher classified reserves to improve service levels and quality outcomes.</p> <p>(Regional – weekly; District – fortnightly; Neighbourhood – monthly)</p>

Pest & Weed Control	
Summary of Service Area	<p>Budget \$257k internal; \$282k contract – Total \$539k</p> <p>2 Staff</p> <p>Delivery of pest and weed control services.</p>
Scope of Analysis	All internal pest & weed control services.
Improvements Identified	<p>Implementation of remote filling from recycled water sites to minimise travel times.</p> <p>Improved site risk assessments.</p> <p>Revised process for distribution of chemicals to other work teams – decanting 5L containers and swap and go.</p> <p>Identified future efficiency gain for replacement vehicles – increasing tank capacity by 200L and separate small tank for pest control.</p> <p>Clearer rules for reactive requests and programmed work.</p> <p>Introduction of residual chemical for knockdown areas (Trimac). Longer lasting and reduces frequency of treatment.</p> <p>Proactive residual for caltrop treatment – earlier in the year prior to germination.</p>
Key Findings	<p>Ant Treatment - Internal costs 32% lower than contract costs.</p> <p>Bee Treatment – Internal costs 13% higher than contract costs.</p> <p>Broadleaf Treatment – Internal costs per hectare equivalent to contract costs.</p> <p>No significant gain to outsourcing. Quality of internal work is high.</p> <p>Productivity gain of 758 work hours per annum, valued at \$43k through improvement initiatives.</p>
Outcomes	<p>No further outsourcing. Pest and Weed control services continue to be delivered through existing blended service arrangement comprising internal and external providers.</p> <p>Productivity gains made through the review be realised through insourcing \$40k per annum of weed control work currently undertaken by contract. Budget saving of \$40k annum implemented in 17/18.</p>

Street Sweeping	
Summary of Service Area	<p>Budget \$896k; 5 Staff.</p> <p>Programmed and reactive street sweeping, cul-de-sac cleaning, car park sweeping, town centre cleaning.</p> <p>1,784km kerb; 66 car parks.</p>
Scope of Analysis	All internal street sweeping operations.
Improvements Identified	<p>Establishing two remote dump and refill points (southern – Waste Transfer Station; western – TBD). Reduce travel time; increased sweeping time.</p> <p>Clear rules identified to manage reactive sweeping requests.</p> <p>Optimise verge mowing and sweeper shifts to maximise productive sweeping time and volume of clippings collected same day as cutting.</p> <p>GPS to include hopper data to measure loads.</p> <p>Technology provision through tablets to enable logging of defects in streets.</p> <p>Potential to insource city centre cleaning; purchase mid- sized sweeper for car parks, cul-de-sacs, new developments where large sweeper cannot access.</p> <p>Summer leaf increase in service levels would improve quality of service and community expectations.</p>
Key Findings	<p>Ave cost of internal sweeping approximately 10-20% higher than contract rates – however contract rates exclude reactive work.</p> <p>Cost of internal service is highly competitive with other local government benchmarks (at the low end of the range and up to \$20/km lower than some Council's).</p> <p>Enquiries 424 per annum with a trend of summer peaks.</p> <p>Street sweeping highly dependent on linkage to verge cutting.</p> <p>Service level compliance (6 weekly) currently at 90%.</p> <p>Opportunities to improve non-productive sweep time identified a gain of 10% productivity is easily achievable and 20% a potential.</p> <p>Outsourcing unlikely to produce significant financial gain and potential for quality of service decline.</p> <p>No opportunities to reduce cost of service without service level change.</p>

Outcomes	<p>Internal provision for street sweeping services for current service level be maintained.</p> <p>A contract service be established for summer leaf fall program each year increasing frequencies from 6 to 3 weekly during Dec-Feb each year.</p> <p>Street sweeper utilised for SEP cleaning be transferred to street sweeping to provide 4 dedicated sweepers for increased capacity.</p> <p>Shift arrangements be modified to include late shifts (operating to 9pm) to maximise sweeping of verge cuttings same day.</p> <p>A business case be developed to insource town centre cleaning (within existing operating budget) at Salisbury and Mawson Lakes and purchase a mid-sized sweeper to utilise for car parks, traffic bays, and new developments where large sweepers are unable to access.</p> <p>Overall operating budget for service increased by \$39k – funded from transfer of gains in SEP outsourcing.</p>
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SEP Cleaning	
Summary of Service Area	Budget \$277k; 2 Staff Programmed and reactive cleaning of Side Entry Pits. 14,225 SEP's.
Scope of Analysis	All internal SEP cleaning operations.
Improvements Identified	Through improved efficiency of outsourcing, revised service levels of 5 yearly city wide cycle (currently 8.5 years), 200 SEP hot spots cleaned biannually, reactive cleaning on as needs basis. Through change of equipment – hydro-jet pipe as part of cleaning to ensure drainage system is clean. Replacing heavy duty lids with alternative reinforced plastic to reduce need for crane trucks to lift lids. Compile list of hot spots. Overlay with flood mapping. Feedback to asset team on alternative drainage options.
Key Findings	Internal team ave between 9 (when programmed work) and 16 (when on reactive work) less SEP's cleaned per day than contractor. Ave internal cost per SEP clean is 37% higher than contractor. Contractor's equipment superior – not a comparative analysis. Specialised, expensive, high pressure jetvac truck improves quality, efficiency and reduces manual handling. Customer enquires 211 – relatively low. Street sweeper used for SEP cleaning better off being used as a fourth sweeper to improve sweeping output. Distinct and substantial advantages to outsourcing and establishing best value contract through competitive tendering and fixed based pricing for programmed cleaning.
Outcomes	Service mode change from internal to contract. Existing staff (2) redeployed to vacancies. Street sweeper be transferred to street sweeping operations. Productivity gains be utilized to increase service level to 5 yearly city wide cycle, bi-annual cleaning of hot spots (SEP's prone to blocking) and reactive cleaning as required.

Road Failure Repairs	
Summary of Service Area	<p>Budget \$861k; 8 Staff</p> <p>Repair of road failures, kerb & cutter bitumen reinstatement, pot hole repair, bitumen path maintenance.</p>
Scope of Analysis	All internal road failure repair work.
Improvements Identified	<p>Clearer intervention levels required to determine level of service, acceptable risk, and linkages to road renewal works and asset management plans.</p> <p>Cold mix is a cheaper and more efficient pot hole repair technique – products have improved substantially.</p>
Key Findings	<p>Internal costs of road repairs 35% higher than contractor equivalent rate.</p> <p>Internal costs of kerb and gutter backfill 27% higher than contractor equivalent rate.</p> <p>Road failure team insufficient volume of work to dedicate to specific focus – only 61% of time costed to bitumen work. Team are over servicing and undertaking works that are not required.</p> <p>Asset Management strategies for road renewal and preservation is reducing pot holes and general maintenance requirements.</p> <p>Very low level of customer enquiries. Total of 296 – 227 for pot holes, 65 for road failures and 4 for kerb and gutter backfill.</p> <p>Service gaps in other civil functions identified including desilting waterways, open channel maintenance, road shoulder maintenance and unsealed path maintenance.</p>
Outcomes	<p>Internal team of 8 FTE be downsized to one multi-functional civil maintenance team of 5 FTE. The team to undertake reduced level of road maintenance to service standards and maintain bitumen skill set. Team to pick up service gaps in other civil maintenance functions.</p> <p>Reduction in staffing and equipment will result in operational savings of \$303k with no adverse impact to road conditions.</p>

Reserve Maintenance	
Summary of Service Area	BBQs: 22, Walkways: 98, Roundabouts: 52, Dryland Reserves (Tractor): 75
Scope of Analysis	Portion of Internal Reserve Maintenance Service. BBQ Cleaning, Roundabout & Walkway Maintenance and Tractor Slashing of Dryland Reserves.
Improvements Identified	Improved data capture and reporting through routine regimes in Confirm (automatic generated jobs).
Key Findings	<p>BBQ Cleaning - Total cost \$41k/annum - Internal cost with value adds is approx. \$12/per BBQ clean higher than contract costs.</p> <p>Internal cost without value add is approx. \$1.50 per BBQ clean higher than contract costs.</p> <p>Level of complaints very low; <5 per year.</p> <p>Outsourcing gain estimated at \$4k – with no value adds. No significant advantage to outsourcing.</p> <p>Walkway maintenance - internal cost average is approx. 10% higher than contract estimate.</p> <p>Quality of internal work is high with low level of complaints (42 per year).</p> <p>Outsourcing gain estimated at \$4k – not considered significant enough to warrant change in service mode.</p> <p>Roundabout maintenance - Total cost - \$13k/annum, internal cost is approx. 10% higher than contract estimate.</p> <p>Level of complaints very low; <5 per year.</p> <p>Outsourcing gain approx. \$3.6k – not considered significant enough to warrant change in service mode.</p> <p>Tractor slashing – Total cost of \$231k/annum. Internal hrly rate is competitive with contract rates</p> <p>Difficulty in undertaking a fair comparison due to variabilities and obtaining accurate productivity outputs.</p>
Outcomes	<p>That BBQ cleaning in all sites except Mawson Lakes, walkway maintenance, and roundabout maintenance, continue as internal service delivery functions with continuous improvements implemented.</p> <p>That BBQ cleaning within Mawson Lakes remain as an external service provision as part of the landscape maintenance contract.</p> <p>That Tractor slashing operations of low category reserves remain as an internal service delivery function with further data capture and assessment undertaken to further assess productivity measures and effectiveness of service provision.</p>

Native Landscape	
Summary of Service Area	<p>Budget \$350k; 4.4 FTE Staff</p> <p>Biodiversity and native vegetation protection and enhancement; mitigation of bushfire risks in high risk reserves.</p>
Scope of Analysis	All internal native landscape maintenance services.
Improvements Identified	<p>Improved methodology for firebreak management. Use of chemical treatment reducing fire risk, manual brush cutting, and improving amenity of reserves.</p> <p>Biodiversity focus areas reviewed and reduced from 13 to 6 sites. Annual plans developed. Targeted, objective based approach.</p> <p>Improved annual works program and scheduling of tasks in structured approach to reduce travel time and improve time on job.</p> <p>Mapping of tractor areas, brush cutting areas, chemical treatment zones – digitized to GIS system.</p> <p>Improved vehicle set up with 300l spray tank, 100m hose.</p>
Key Findings	<p>Market based comparison for entirety of service difficult due to variability of service demands and inability to define and measure specific service standards.</p> <p>Chemical treatments reduced need for seasonal agency staff, saving in the order of \$45k/annum.</p> <p>Efficiency gains established through improvements identified above.</p> <p>Tractor slashing utilisation low – staff have low attraction to the task. Higher risk work in steep terrain, higher levels of equipment damage.</p>
Outcomes	<p>Maintain an internal native landscape team.</p> <p>Reduce team from 4.4FTE to 3 FTE – given efficiencies identified.</p> <p>Market test tractor operations – contractors who specialize in slashing and native vegetation management.</p> <p>Total savings identified of \$72,980 – approx. 20% of budget area.</p>