



AGENDA

FOR INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE MEETING TO BE HELD ON

**14 MAY 2018 AT CONCLUSION OF SPORT, RECREATION AND GRANTS
COMMITTEE MEETING**

IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY

MEMBERS

Mayor G Aldridge (ex officio)
Cr D Bryant (Chairman)
Cr S Bedford
Cr B Brug
Cr G Caruso
Cr L Caruso (Deputy Chairman)
Cr Betty 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

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

REPORTS

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OTHER BUSINESS

CLOSE

ITEM	IBDSC1 INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE
DATE	14 May 2018
HEADING	Future Reports for the Innovation and Business Development Sub 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 Innovation and Business Development Sub 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 standing committee for noting.
- 1.2 The reports to standing committees also capture reports that are required to be presented to sub committees that fall within the responsibility of that standing committee.
- 1.3 The administration will now separate these and present a report indicating items that, as a result of a Council resolution, will be presented to each sub committee.

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 Innovation and Business Development Sub Committee as a result of a Council resolution:

Meeting Item	- Heading and Resolution	Officer
26/02/2018 6.0.2-PRSC-OB	Update Report on the Libraries and Marketing Program Reviews 1. That a report be brought back to Council on the current service levels of the <u>Library</u> and Marketing and Communications functions which also considers external trends and initiatives since the program reviews that could impact on delivery of services into the future. Due: December 2018	Pippa Webb
26/02/2018 6.0.2-PRSC-OB	Update Report on the Libraries and Marketing Program Reviews 1. That a report be brought back to Council on the current service levels of the Library and <u>Marketing and Communications</u> functions which also considers external trends and initiatives since the program reviews that could impact on delivery of services into the future. Due: June 2018	Charles Mansueto

4. CONCLUSION / PROPOSAL

4.1 Future reports for the Innovation and Business Development Sub Committee have been reviewed and are presented for noting.

CO-ORDINATION

Officer:

Date:

ITEM	IBDSC2		
	INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE		
DATE	14 May 2018		
PREV REFS	PRSC	PRSC2	10/10/2016
	PRSC	PRSC3	10/08/2015
	PRSC	PRSC2	08/02/2016
	PRSC	PRSC2	08/08/2016
	PRSC	PRSC4	14/08/2017
HEADING	Waste Transfer Station Update		
AUTHOR	Mark Purdie, Manager Field Services, City Infrastructure		
CITY PLAN LINKS	2.1 Capture economic opportunities arising from sustainable management of natural environmental resources, changing climate, emerging policy direction and consumer demands.		
SUMMARY	This report provides an update on the transfer of operations of the Pooraka Waste Transfer Station to NAWMA. A lease has been executed in accordance with approved conditions and commences 2 July 2018.		
RECOMMENDATION	<ol style="list-style-type: none"> 1. That the information be received. 2. That Green Waste Subsidies continue to be provided to City of Salisbury residents in 2018/19, with subsidised fees remaining unchanged and endorsed as outlined in attachment 1, Pooraka Waste Transfer Station Gate Fees 2018/19. 3. At the June 2018 Council meeting adjustments be made to the 2018/19 operating budget to reflect the transfer of operations of the Waste Transfer Station to NAWMA effective 2nd July 2018. 4. Note a lease has been executed in accordance with approved conditions, commencing 2 July 2018. 		
ATTACHMENTS	<p>This document should be read in conjunction with the following attachments:</p> <ol style="list-style-type: none"> 1. Pooraka Waste Transfer Station Gate Fees 2018/19 		

1. BACKGROUND

- 1.1 The WTS operates at 55-63 Research Road, Pooraka and provides a service to the residents of the City of Salisbury and external users seven days a week between 8.00am and 4.00pm (excluding 4 public holidays).
- 1.2 On an annual basis the WTS provides a service to around 40,000 customers and processes around 13,800 tonne/annum of this, 94% is either recycled or reused.
- 1.3 The Program Review Sub Committee (PRSC) has considered previous reports on the Waste Transfer Station (WTS) in August 2015 (endorsement of Brief and Background Paper), February 2016 (endorsement of Service Summary Sheets), presentation to PRSC on August 2016 (Preliminary Findings of Program Review for Waste Transfer Station), Findings of the Program Review for Waste Transfer in October 2016 and most recently August 2017.
- 1.4 The Council resolutions resulting from the August 2017 meeting were;
 - 1.4.1 That the information be received.
 - 1.4.2 That formalisation of an arrangement with NAWMA to operate the Waste Transfer Station from 1 July 2018 which includes preparation of a lease and any other necessary contract documentation reflecting the conditions set out in section 4.2 of this report (Item No. PRSC5, Program Review Sub Committee, 14/08/2017) be endorsed.
 - 1.4.3 To facilitate completion of the required civil works at the Waste Transfer Station a non-discretionary bid of \$491,000 be included in the 2017/18 First Quarter Budget Review with staff authorised to progress the necessary civil works from the date of this resolution.
 - 1.4.4 To facilitate the required upgrading of the electrical transformer at the Waste Transfer Station a non-discretionary bid of \$130,000 be included in the 2017/18 First Quarter Budget Review with staff authorised to progress the necessary work from the date of this resolution.
- 1.5 It should be noted that resolutions as outlined in 1.4.3 and 1.4.4 above were not included in the First Quarter Budget Review as the negotiations at the time were still commercial in confidence.

2. CITY PLAN CRITICAL ACTION

- 2.1 N/A

3. CONSULTATION / COMMUNICATION

- 3.1 Internal
 - 3.1.1 Strategic Procurement
 - 3.1.2 City Infrastructure
 - 3.1.3 Financial Services
- 3.2 External
 - 3.2.1 NAWMA
 - 3.2.2 Mellor Olsson Lawyers

4. REPORT

4.1 Staff have acted on resolutions from the August 2017 Council Meeting and a lease has been developed and executed that meets the required conditions as detailed in the October 2016 and August 2017 Council reports.

4.2 The start date for the lease is 2 July 2018.

5. REQUIRED LEASE CONDITIONS

5.1 In the October 2016 report a number of conditions were noted as requirements from a Council perspective in any proposal for NAWMA to operate the site. These conditions were updated in the August 2017 report and have been achieved in the final lease document as listed and updated in the table below.

Original Condition	Update – Executed Lease
Price consistent with the valuation	Lease arrangement reflects valuation. Base rent \$96k/annum. Additional rent of \$24k if Revenue exceeds \$1.5M or Additional rent of \$84k if Revenue exceeds \$1.75M or Additional rent of \$154k if Revenue exceeds \$2M.
For a period of ten (10) years with two (2) by five (5) year rights of renewal	Achieved.
Days and hours of operation	No change in hours is proposed, with any changes to vary requiring approval.
That allows continuance of the Council hard waste voucher system and green waste subsidy	Lease provides flexibility for subsidies to be maintained, established or removed.
Price indexation/adjustment method for services provided to Council	NAWMA will adopt the pricing model consistent with their current operations at Edinburgh, with pricing set by the NAWMA Board.
Enables Council to discontinue any service or discount offered to residents of the City of Salisbury	Achieved.

Provide for an upgrade of the WTS through mechanisation	Achieved. NAWMA will invest in installing the conveyor belt system and Council as the land owner to fund the civil works and upgrade of the transformer. Refer item 6.1.1 and 6.1.2 below.
Identifies the quality and level of service	Achieved. Regular reporting requirements also built into the lease.
Ownership of EPA licence by Council	Council will continue to own the EPA licence
Ownership of plant and equipment by lessee	NAWMA to supply all plant & equipment required to operate the Waste Transfer Station
Day to day maintenance of the site and structural maintenance of assets	NAWMA will maintain all of their infrastructure and plant. Council will have some obligation as land owner as per standard lease conditions
Mitigates all reasonable risk for Council	The operation of the Waste Transfer Station will reduce all reasonable risks for Council, e.g. workcover claims, WHS, public liability (unless it is associated with Council as a landowner being negligent)
Ensure a disposal path for waste from Council's operations	Achieved with 10% discount to gate fees

6. ADDITIONAL LEASE CONDITIONS

6.1 A summary of other key conditions included in the lease includes the following:

- 6.1.1 NAWMA will invest in the installation of a 20 metre in floor steel belt conveyor facility (same system as used at the Edinburgh facility) estimated at \$395,000.
- 6.1.2 Council to upgrade the site (filling of current lower level to the required height) to allow the ability for the conveyor system to be installed at floor level capped at a maximum of \$446k, and to upgrade the electrical transformer capped at \$114k. The timing of these works has been deferred to 2018/19 and a non-discretionary budget bid will be presented at the 3rd Quarter budget review.
- 6.1.3 The EPA has introduced new regulatory requirements that could mean that NAWMA is legally obligated to install a weighbridge as part of mass balance reporting requirements sometime in the future. If a weighbridge is required, Council and NAWMA will share all costs equally.
- 6.1.4 Free trailer hire provision for City of Salisbury residents for green waste is maintained.

- 6.1.5 A 10% discount off gate fees will apply to City of Salisbury disposals at the site.
- 6.1.6 Hard waste voucher costs have been set at \$47.50 per voucher, subject to CPI.
- 6.1.7 The structure of a base rent with additional rent linked to revenue amounts provides a balanced approach. Revenue for 2016/17 was \$2.07M and year to date (end of April) 2018/19 is \$1.77M.

7. STAFFING IMPACTS

- 7.1 The lease is based on no staff being transferred from Council to NAWMA.
- 7.2 The current staffing is 6FTE, comprising three (3) Council employed staff and the remainder engaged through an employment agency.
- 7.3 As required under our Enterprise Agreement, the three (3) ongoing staff impacted by this change will be consulted and redeployed in line with agreed redeployment processes which include transferring to suitable vacancies within the organisation.
- 7.4 Agency staff will have their placements cease with the City of Salisbury on the 30th June 2018.

8. BUDGET IMPACTS

- 8.1 The shift in operation of the Waste Transfer Station to NAWMA in accordance with the lease will require operating budget adjustments for the 2018/19 financial year to reflect the new arrangements. These will be incorporated in the Budget Status Report presented at the June 2018 round of Council meetings.
- 8.2 The machinery currently utilized at the Waste Transfer Station comprises two backhoes, a forklift and a small sweeper. This equipment is considered surplus to requirements after the 1st July 2018 and is proposed to be disposed of in accordance endorsed procedures. The total value of the sale of these items is estimated at \$85k and will be credited to general revenue.

9. TRANSITION PLAN

- 9.1 A transition plan is being prepared to ensure a smooth transition of the site to NAWMA on the 2nd July 2018. The plan includes:
 - 9.1.1 NAWMA shadowing Council staff in June 2018 to learn systems and processes
 - 9.1.2 Contract Management - ceasing current waste disposal contracts
 - 9.1.3 Updating Council and NAWMA Websites
 - 9.1.4 Handover of security systems
 - 9.1.5 Installation of new signage (co-branding) at the site and new gate fee board
 - 9.1.6 Decommissioning of Council IT equipment
 - 9.1.7 Preparation to dispose of plant and machinery from the site

10. GATE FEES AND SUBSIDIES

- 10.1 In accordance with agreed conditions, NAWMA have revised the gate fee structure to align with the Edinburgh North facility. This includes revising to a simpler fee structure based on single or dual axel trailer size which is more commonly used in the industry. The gate fees for 2018/19 have been endorsed by the NAWMA board at the May 2018 meeting and are provided in attachment 1. Comparison between current and new pricing is provided as an indicative correlation, noting that direct comparisons are not possible due to the restructured fee items.
- 10.2 The City of Salisbury currently provides discounted green waste fees for Salisbury residents disposing of green waste at the Transfer Station in the order of thirty (30) percent. Approximately 4,500 customers per annum make use of this discount at a cost of \$55k per year. It is proposed to maintain discounted green waste fees for Salisbury residents in 2018/19 with prices remaining unchanged. Refer to attachment 1. It is proposed to review green waste subsidies for 2019/20 in line with new opportunities and strategies that are being considered, including resident green waste bin roll out.
- 10.3 The option for hard waste vouchers for residents to continue to be processed at the Waste Transfer Station is facilitated in the new lease. The charge per voucher back to the City of Salisbury for 2018/19 will be \$47.50, with increases subject to CPI.
- 10.4 Non Profit Organisations may access the Waste Transfer Station (not the home collection service) up to six times in any calendar year with no more than two vouchers per quarter. Trailer size for non-profit organisations should not exceed dual axel (8x5) caged and these will be charged back to the City of Salisbury at the voucher rate.

11. CONCLUSION / PROPOSAL

- 11.1 A lease has been executed for the transfer of operations of the Pooraka Waste Transfer Station to NAWMA in accordance with approved conditions and commences 2 July 2018.
- 11.2 A transition plan has been developed to ensure a smooth and seamless transfer of operations of the facility.

CO-ORDINATION

Officer:

Date:

POORAKA WASTE TRANSFER STATION GATE FEES - 2018/19

Type of Vehicle	General Waste			Green Waste			Green Waste Subsidised (Salisbury Residents)			Fill / Concrete			Clean Fill			Other Material	Current WTS	2018/19
	Current WTS (unsorted)	2018/19	Delta	Current WTS	2018/19	Delta	Current WTS	2018/19	Delta	Current WTS	2018/19	Delta	Current WTS	2018/19	Delta			
																Metal	Free	Free
Car Boot/240l Bin	\$30	\$24	-\$6	\$15	\$8	-\$7		\$6								E-Waste – TV's, Computers	Free	Free
Station Wagon	\$43	\$34	-\$9	\$31	\$15	-\$16		\$11								Cardboard	Free	Free
Utes and Vans (Level)	\$57	\$58	\$1	\$32	\$28	-\$4										Clean Plastic	Free	Free
Utes and Vans (Raised)	\$71	\$68	-\$3	\$41	\$38	-\$3				\$32	\$30	-\$2	\$30	\$20	-\$10	Waste Oil – Max 20 litres per person	Free	Free
Single Axle (Level) up to 7 x 4	\$57	\$56	-\$1	\$32	\$28	-\$4	\$22	\$22	\$0	\$32	\$30	-\$2	\$32	\$20	-\$12	Car Batteries	Free	Free
Single Axle (Caged) up to 7 x 4	\$65	\$68	\$3	\$37	\$38	\$1	\$22	\$22	\$0							Polystyrene	Free	Free
Dual Axle (Level) over 7 x 4	\$74	\$79	\$5	\$39	\$40	\$1	\$29	\$29	\$0	\$39	\$37	-\$2	N/A	\$25		Paint	Free	Free
Dual Axle (Caged) over 7 x 4	\$88	\$86	-\$2	\$45	\$44	-\$1	\$29	\$29	\$0			\$0			\$0	Tyres off Rim	\$7	\$10
Larger than 8x5 (Level)	\$80	\$88	\$8	\$41	\$47	\$6	\$37	\$37	\$0	\$41	\$41	\$0	\$41	\$30	-\$11	Tyres on Rim	\$10	\$16
Larger than 8x5 (Caged)	\$140	\$130	-\$10	\$59	\$67	\$8	\$37	\$37	\$0	N/A	\$51		N/A	\$35		Single Mattress	\$23	\$16
Car Trailer/Tray Trucks (Level)	\$134	\$120	-\$14	\$60	\$57	-\$3	\$46	\$46	\$0							Double Mattress	\$23	\$20
Car Trailer/Tray Trucks (Raised)	\$157	\$160	\$3	\$71	\$85	\$14	\$46	\$46	\$0							Gas Cylinders	\$10	\$12
All Trucks Fill/Concrete																Fluro Tubes (5 for \$1)	\$1	\$1

ITEM	IBDSC3
	INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE
DATE	14 May 2018
HEADING	Program Reviews Status
AUTHOR	Charles Mansueto, General Manager Business Excellence, Business Excellence
CITY PLAN LINKS	4.3 To deliver sustainable, creative and innovative solutions that enable excellent operations and service delivery 4.5 To apply business and resource management that enables excellent service delivery and financial sustainability 4.6 To provide our customers with excellent service that meets their needs
SUMMARY	This report provides the Innovation and Business Development Sub Committee with an update on the progress of previously endorsed program reviews.

RECOMMENDATION

1. That the Program Review Update report be noted.
2. That the current funding balance of \$130,984 for the Program Review initiative be transferred to Innovation and Business Development to provide funding for initiatives and reviews identified within the Terms of Reference of the Innovation and Business Development sub committee

ATTACHMENTS

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

1. Program Review Update Information

1. BACKGROUND

- 1.1 At the April 2016 round of meetings the following was resolved by Council following a recommendation from the Program Review Sub Committee.

Following the conclusion of the current schedule of program review activity a report outlining the status of work undertaken by the Program Review Committee, including achievements, benefits and issues encountered through the course of the program review process be prepared.

- 1.2 The last program review (Fleet & Workshop) was presented to the Program Review Sub Committee in January 2018.

- 1.3 Since 2012, Council has completed 32 program reviews with many outcomes implemented and some in progress.
- 1.4 The outcomes from the Waste Transfer Station program review are reported separately on the sub committee’s agenda.
- 1.5 The Cemetery was also reviewed during this period with an outcome to continue operation of the cemetery.
- 1.6 This report responds to the above resolution to update Council on the outcomes and learnings from the program review initiative.

2. PROGRAM REVIEW FRAMEWORK

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



2.2 The framework provides for two streams – Program Review and Process Review. The work of the previous Program Review Sub-Committee (PRSC) was focused on the Program Review stream, which addresses the ‘what and how’ we deliver our services.

3. CONSULTATION / COMMUNICATION

- 3.1 Internal
 - 3.1.1 Executive Group
 - 3.1.2 Relevant Managers

4. OVERALL PROGRESS

- 4.1 The program review schedule includes 32 individual reviews. All identified functions have been through the program review process with various stages of implementation.
- 4.2 Council recently established the Innovation and Business Development Sub Committee to replace the Program Review Sub Committee.

- 4.3 The terms of reference for the new Sub Committee includes the ongoing reporting of the Program Review initiatives. The terms of reference also included the focus on continuous improvement to ensure the benefits derived from the Program Review initiative continue to be improved on as the organisation identifies opportunities to further enhance service delivery to meet community's needs.
- 4.4 To support the ongoing delivery of improvement across the organisation Council previously endorsed a Continuous Improvement Specialist role to continue the focus of identifying improved service delivery. A key focus of the role is to embed continuous improvement approach across the organisation.
- 4.5 The organisation is also undertaking further change projects to improve overall service delivery and organisational efficiencies.

5. REVIEW PROCESS

- 5.1 The process undertaken in the majority of the reviews has entailed the following:
 - 5.1.1 Background paper and review scope presented to Program Review Sub Committee for endorsement
 - 5.1.2 Engagement of external party to undertake the review
 - 5.1.3 Report finalised with key findings and actions agreed on by administration and Council
 - 5.1.4 Implementation of agreed actions
- 5.2 In some instances the review has used internal resources to deliver the required outcomes

6. KEY ISSUES

- 6.1 The program review has delivered positive outcomes, but with such a significant change program there are always opportunities to learn and enhance future program deliveries.
- 6.2 In general staff have worked positively within the program review framework with major changes like the delivery of Recreational Services transferred to an external provider being delivered without any major disruption to services or industrial issues.
- 6.3 This is reflective of the thorough due diligence and consideration that is given to such reviews to ensure the process is transparent and fair to all involved.
- 6.4 A strong change management framework is required to deliver such outcomes and will continue to be enhanced as the recent adoption of the ADKAR framework for supporting change across the organization
- 6.5 In some instances, the resources (capacity and capability) required to deliver the required outcomes has been underestimated and has had the impact in extended implementation timeframes, for example transforming to a more strategic and commercial procurement model.
- 6.6 Enhanced reporting internally and to Council is also identified as an opportunity for improvement to track the delivery of agreed outcomes.

7. CONTINUOUS IMPROVEMENT

- 7.1 As noted earlier the organisation has embarked on a new continuous improvement framework to ensure the benefits derived from the initial Program Review are further enhanced and new opportunities are identified.
- 7.2 Council previously endorsed the establishment of a fund (\$50k) to support the development and delivery of smaller improvement projects.
- 7.3 To date nineteen (19) continuous improvement projects have been completed with 60 active projects across the organisation.
- 7.4 A separate report will be presented to the subcommittee at a later date on the progress of the Continuous Improvement initiative.

8. OTHER CHANGE PROGRAMS

- 8.1 Further to the continuous improvement approach the organisation has a number of major change programs aimed at improving organisational performance to deliver improved services to our community.
- 8.2 Examples of these projects include:
 - 8.2.1 Asset Management Improvement Project – which is improving not only the way asset data is collected in the field through mobile technology but also enhancing the ability for better customer service through better tracking of customer requests and reporting.
 - 8.2.2 Digital Strategy – is a project that will identify opportunities to better use technology to improve services to our community and also deliver organisational efficiencies
 - 8.2.3 Customer Service Model – this project will focus on enhancing the customer experience within a hybrid model of technology and face to face interaction. It recognises that the community wants flexibility in how and when they want to interface with Council and easier access to information and services.
- 8.3 Supporting these major change programs is a structured change management framework (ADKAR) that not only supports the organisation in the required change but also improves overall achievement and reporting of outcomes through a benefits realisation approach.

9. FUNDING OF FUTURE REVIEWS

- 9.1 In the establishment of the previous Program Review initiative, Council provided \$150k per annum to deliver the various reviews.
- 9.2 Since 2011/12, \$1.1m (includes \$150k per annum for five years for the Program, Review initiative) has been invested in delivering over \$2.6m (not including \$0.3m for sale of machinery associated with Civil Services Program Review) in ongoing annual savings.
- 9.3 The current balance of funds as at 30 April 2018 is \$130,984

- 9.4 As the Innovation and Business Development Sub Committee will continue to identify and consider various reviews under its terms of reference it is proposed that the current funding is reallocated to initiatives identified by the subcommittee.
- 9.5 It will also be proposed that any unused funds remaining at 30 June 2018 be carried forward for activities identified during 2018/19.
- 9.6 Further funding requirements can be considered following the initial 12 months of the new subcommittee.

10. STATUS OF REVIEWS OUTCOMES

10.1 Provided as Attachment 1 (excludes Waste Transfer Station – refer separate agenda item) to this report is a summary of each of the program reviews delivered, including:

- 10.1.1 Summary of services
- 10.1.2 Recommendations
- 10.1.3 Status of the implementation
- 10.1.4 Learnings and opportunities

10.2 Overall the Program Review initiative has delivered approximately \$2.9m in savings, of which \$2.6m is ongoing annual savings, summarised in the following table

Function	Annual Savings
Restructure of Business Excellence, Community Development and removal of Strategic Planning	\$0.4m
Restructure of City Infrastructure	\$0.2m
Restructure of Revenue & Finance	\$0.1m
RFID Technology	\$0.1m
Marketing & Communications	\$0.3m
Recreation Services	\$0.3m
Nursery	\$0.2m
Strategic Procurement (value add)	\$0.6m
Parks & Civil (includes sale of machinery)	\$0.7m
Total (including sale of machinery)	\$2.9m
Total Ongoing Annual Savings	\$2.6m

- 10.3 Of note additional to the above savings, the proposed 2018/19 budget has an additional \$0.5m in expenditure savings that will be delivered through further efficiencies in delivering services to the community. In total \$3.1m in ongoing annual savings.

11. SUMMARY OF PROGRAM REVIEW OUTCOMES

- 11.1 The program review initiative provided Council with the opportunity to assess policy and service levels to meet changing community needs. It also provides the opportunity for consideration of alternate service delivery models should it be identified as a preferred option.
- 11.2 Overall the program reviews provide service level improvements, a more efficient and responsive organisation, and expenditure savings that provide the capacity for Council to enhance its financial sustainability to meet future community demands.
- 11.3 Examples of improved service levels include:
- 11.3.1 A 15% increase in Home Library Service through engagement of volunteers
 - 11.3.2 Improving website information, dedicated front line customer services and case management for more significant development applications have been implemented as part of the Development Services review
 - 11.3.3 Provision of direct debit, online rate account enquiry and payment arrangements being progressed
 - 11.3.4 Reallocation of funding within People & Culture to the establishment of an additional traineeship to support local access to employment opportunities
 - 11.3.5 \$684k in efficiency gains within Field Services that has resulted in improved service levels.
- 11.4 Since its commencement approximately \$2.6m in ongoing savings has been identified through the program review initiative with an additional one-off income gain of \$0.3m is sale of machinery. Various other improvements in service delivery and enhanced outcomes have also been achieved through the Program Review initiative.
- 11.5 The savings achieved through this initiative and broader organisational changes has contributed to Council being able to respond to emerging community needs like funding the additional annual verge maintenance \$0.4m and the continuation of the Little Para Golf Course at \$0.2m per annum.
- 11.6 The review has identified areas of under servicing and resourcing. An example was the Development Services review which identified some under resourcing but was put on hold until the outcomes from the implications of the new PDI Act.
- 11.7 A further example was the identification of potential impacts from changes in the Local Litter and Nuisance Control Act, which aims to transfer significant shifting of responsibilities to local government from the state government. The approach has been to maintain the existing resources pending a better understanding of the impacts.

11.8 The initiative has also allowed for a solid platform to continue enhancing Council services through the delivery of the Continuous Improvement framework and the consideration of other initiatives through the Innovation and Business Development Sub Committee.

11.9 Further detail on outcomes by function is available in Attachment 1.

12. CONCLUSION

12.1 The Program Review initiative has delivered substantial ongoing savings and improved service levels better aligned to the community's needs.

12.2 The ongoing focus of the organisation to deliver improved services and efficiencies will be driven through the Continuous Improvement framework and the major change projects.

12.3 The new Innovation and Business Development subcommittee will continue to consider and review key initiatives that ensures Council will continue to provide enhanced services to the community.

12.4 Ongoing reporting of progress on these initiatives will continue through the new subcommittee as defined within its terms of reference

CO-ORDINATION

Officer:

Date:

Division – Governance & CEO Office	
Summary of Services Provided by Division	<p>Civic and Ceremonial Funds civic and ceremonial responsibilities of Council, including citizenship ceremonies.</p> <p>Council Funds the management and administration of the Elected Member governance responsibilities.</p> <ul style="list-style-type: none"> • Production and distribution of business papers • Administrative support is provided to 6 standing committees, 5 sub-committees and Council • Monitor and review of the City’s compliance with legislation • Elected Member training and development • Administration of Elected Member Allowances and Benefits <p>Elections Provides resources for elections within the City.</p> <p>Executive Management Funds the Chief Executive Officer and executive support function that is responsible for the management of the organisation, the support of and accountability to Council.</p> <p>Governance Is a resource supporting Elected Members and staff in their decision making processes. The team provides information, advice and assistance to ensure obligations under legislation and policy frameworks are reflected in City of Salisbury work practices.</p> <ul style="list-style-type: none"> • Support Council and organisational Governance processes • Risk management, internal audit and program review • Undertake annual risk review • Provide advice and support to ensure operational risks are minimised • Support the Audit Committee of Council • Application and monitoring of the Governance framework • Council meeting administration and support • Elected Member support & communications • Delegations • Application and monitoring - Policy and Procedure Framework • Coordination of legal advice and oversight of Council Solutions Legal Services contract
Agreed Actions	PRSC1 – 13/11/2017 RECOMMENDATION (Council Resolution – 20/11/2017)

	<ol style="list-style-type: none"> 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: <ol style="list-style-type: none"> 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. 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. d. 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. e. 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(c) will be from existing budgets.
<p>Status of Review</p>	<p>1. The CEO and Governance Program Review report be received and noted.</p> <p>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.</p> <p>The Legislative Compliance Audit has been reviewed to identify the recommendations for action. Owners have been identified and allocated to each recommendation/action. Meetings with action owners have commenced to progress completion of the actions.</p> <p>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:</p> <ol style="list-style-type: none"> 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. <p>The changes have been implemented.</p> <ol style="list-style-type: none"> b. Present to an Informal Strategy session the proposed examples of new Council and Committee report templates before proceeding with implementation. <p>Templates presented at the EMs Strategic Workshop in February. Council (on 26 March) adopted new templates for Motions on Notice and “en bloc” voting on Committee recommendations. Further template changes to be proposed later in 2018.</p> <ol style="list-style-type: none"> c. 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.

	<p>Risk and Governance Program Manager appointed in February. d. 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. Council approved scheduling of training provision in the following:</p> <ul style="list-style-type: none"> • Council meeting procedures - “refresh” workshop, • the conflict of interest provisions - “refresh” workshop, • Elected Members Code of Conduct, and • Local Government elections – “do and don’t”. <p style="padding-left: 40px;">e. Staff bring back an implementation plan to transition to the delivery of digital agendas and minutes for Elected Members and staff.</p> <p>The first step will be to provide “one-on-one” training support to elected members to improve familiarity and increase use of technology. 4. Funding and headcount for the new contract position as noted in recommendation 3(c) will be from existing budgets. Implemented.</p>
<p>Outcomes</p>	<p>In addition to matters already implemented (above):</p> <ul style="list-style-type: none"> • Increased resource in the risk management area has meant that our process to full legislative compliance is well underway. • We have commenced the development of an organisation wide Risk Management Program (progress report to May 2018 Audit Committee meeting). • Some changes to Council papers approved by Council. More to be proposed as the year progresses. • Training modules have been sourced and workshops are about to be scheduled.

Division - Library	
Summary of Services Provided by Division	<p>Community Learning and Outreach</p> <p>Services and programs include reader advice, early literacy programs and activities, school holiday programs, literacy and reading, outreach programs for schools, kindergartens and Child care centres, multicultural programs as well as a range of adult focused programs.</p> <p>Provides up-to-date details on Salisbury services via the annual Community Directory, specific pamphlets, electronic noticeboards and online access via social media and various websites including 'Connecting Up', manages Justice of the Peace service in libraries.</p> <p>Targeted programs and services that respond to specific community need to increase opportunities for participation, employment and inclusion.</p> <ul style="list-style-type: none"> • Early Childhood Literacy programs attendance: 15,000pa • School Holiday Program attendance : 586 pa • Children's programs: 3,000pa • Youth Programs: 600pa • JP visits: 26,000pa <p>Library Collection Development</p> <p>Manage and develop library collections, to ensure the provision of, and access to, resources in a variety of formats that meet the educational, information, recreational and cultural needs of the Community. Manage the local history collection which supports the Salisbury community to understand its local identity.</p> <ul style="list-style-type: none"> • New items: 28,000pa • Total collection: 185,000pa • Total number of visits for 15/16: 578,768 <p>Online</p> <p>Manages Library Management System and provision of online content to support Library services and programs.</p> <ul style="list-style-type: none"> • PC Website visits: 185,000pa • Facebook/Twitter likes and followers: 780 • Online tutorials: 398 • ESL/Literacy/Numeracy classes: 500 participants <p>Library Branch Services</p> <p>Services are offered at five key locations at Ingle Farm, Para Hills, Len Beadell, Mawson Lakes and Salisbury West.</p>

	<p>Services include access to collections, reference and community information, public Internet and Wi-Fi, sporting equipment and toys. Spaces for community use include quiet study areas, bookable meeting rooms, youth and children’s areas. Home library service delivers items to those who cannot visit Salisbury library locations due to difficulties associated with disability, age, geographical isolation or frailty.</p> <ul style="list-style-type: none"> • Loans: 900,000 • E-book and audio book loans: 10,000 • PC uses by the public: 83,000 • Members: 50,000 (36% of the City population)
<p>Agreed Actions</p>	<ul style="list-style-type: none"> • The development of a Library and Community Centres Strategic Plan 2014-2018 be developed • The community hub model for libraries and community centres comprising of: <ul style="list-style-type: none"> ○ A regional hub in the City Centre (Len Beadell) ○ Four district hubs (Parafield Gardens, Burton, Mawson Lakes and Para Hills) ○ Five (5) stand-alone centres (Bagster Community Centre, Ingle Farm Library, Pooraka Farm Community Centre, Salisbury East Community Centre and Salisbury West Library) <p>Be endorsed.</p> <ul style="list-style-type: none"> • Staff to report on concepts and options for community hub models for the City Centre and Parafield Gardens • The following strategies are implemented: <ul style="list-style-type: none"> ○ RFID technology ○ Alternate years for publication of Community Information Directory ○ 12 month pilot to trial delivery methods for home based library services
	<ul style="list-style-type: none"> • The Strategic Plan was developed and implemented. A new Strategic Plan is due in 2019, with the 2014-2018 plan revised taking into consideration future requirements as a result of the Salisbury Community Hub project. • Len Beadell as the main hub in the City Centre is in place. Hubs in place at Mawson Lakes and Para Hills (as of July 2018). Morella and Burton Community Centres remain as stand-alone sites. The remaining sites also continue as stand-alone sites in the current model. • The Community Hub for the City Centre has been progressed to 50% design and the Request for Tender Stage for the appointment of a Design & Construct contractor. Para Hills Community Hub will be

	<p>operational as of July 2018.</p> <ul style="list-style-type: none"> • RFID has been implemented and is operational at all Library sites • The Community Information Directory print run has 6K copies to be distributed before revision. • The trail for home based library services resulted in the use of registered volunteers contributing to selection services for customers.
<p>Outcomes</p>	<ul style="list-style-type: none"> • The RFID technology has resulted in savings of \$131k per annum • Community Information Directory printed and distributed. • Home Library Service increased service level by 15% as a result of engaging volunteers to assist with selection of items for customers.

Division – Twelve25	
Summary of Services Provided by Division	<p>This focuses on employment, education and enterprise outcomes for young people aged 12-25 through structured program delivery, services and support.</p> <ul style="list-style-type: none"> • Volunteers: 50 • Structured learning activities sessions: 2,300pa • Total people visits: 42,000pa • Social enterprises: 3
Agreed Actions	<ul style="list-style-type: none"> • The establishment of a Twelve 25 Youth Advisory Group to manage the strategic directions and program delivery at the Twelve25 Youth Enterprise Centre. • The 2014/2015 draft Twelve25 Business Plan be referred to the Youth Advisory Group for review.
Status of Review	<ul style="list-style-type: none"> • Twelve25 Youth Advisory Group was established, and has since undergone review in 2017/2018 with recommendations endorsed and implemented. • Twelve25 Business Plan reviewed. City of Salisbury Youth Action Plan 2017-2021 has since been developed and launched with key actions to be progressively implemented.
Outcomes	<ul style="list-style-type: none"> • Twelve25 Youth Advisory Group strategically devised the youth enterprise model and refinement to a number of youth programs. Review of the Advisory Group Terms of Reference was included as part of the review, with changes endorsed and implemented. • Youth Action Plan 2017-2021 launched with key actions to be implemented.

Division – Community Centres	
Summary of Services Provided by Division	<p>Deliver learning activities across seven community centres located at Bagster Road, Burton, Mawson Centre, Morella, Pooraka Farm, Salisbury East and the Paddocks. Services and programs foster individual wellbeing, promote health and fitness, enhance social connections, develop language and literacy skills and entertain. Community learning is achieved through school holiday programs, and by providing pathways to further education and employment. Various sessions of structured community adult education programs are offered, with average visitation of 200,000 Salisbury residents to the City’s community centres. Funding from Government grants and contributions from volunteers are key to the success of program delivery. Strategic partnerships and working collaboratively continue to be a strong driver for successful, responsive and cost effective service delivery.</p> <ul style="list-style-type: none"> • Total people visits – 200,000 • Volunteers: 200 • Volunteers contribute approximately 20,000 hours to the City of Salisbury via their participation across the centres
Agreed Actions	<p>PRSC3 – 9/2/2015 Council Resolution – 23/02/2015</p> <ol style="list-style-type: none"> 1. Governance Model (1) the status quo is retained as the primary model for City of Salisbury Community Centres. 2. New partnership agreements are developed that strengthen and support Councils objectives for the Centres, include clear accountability KPI’s (including for acquittal of funds and delivery of objectives) and clarify expectations for both parties. 3. Councils volunteer support team provide assistance to the management committees in attracting and retaining a diverse membership base.
Status of Review	<ul style="list-style-type: none"> • Governance model is in place with Boards of Management (incorporated bodies) which work in partnership with City of Salisbury • A partnership agreement or collaboration Agreement is in place for each Centre which outlines clear responsibilities, expectations of both parties and KPIs. The Agreements are due for expiry in 2018 or 2019, depending on site. • Volunteers at each Centre are Council volunteers who work with Boards of Management (often in the capacity of a dual role) to support activities/programs and attracting new members.

Outcomes	<ul style="list-style-type: none"> • Governance structure has provided opportunities for the Centres to attract independent funding for various programs/activities. The structure is consistent across the service. • Collaboration Agreements provide clear and definitive clarification of roles and responsibilities. These will be reviewed again as they expire to improve KPI's and standards of best practice.

Division – Community – Planning & Vitality	
Summary of Services Provided by Division	<p>Sport and Recreation Undertakes research and develops policy and program delivery in relation to open space, recreation, leisure and sports development for the City for community wellbeing. Programs focus on increasing the physical activity levels within the City.</p> <ul style="list-style-type: none"> • Review community recreation and open space needs • Develop partnerships for delivering recreation programs • Support sporting clubs development • Implement the Sports Development Program <p>Implementation of the Reconciliation Action Plan, Implementation of Drug and Alcohol Framework.</p> <ul style="list-style-type: none"> • Development of Wellbeing, Intercultural and Learning Strategies • Development of Action plans for Youth and Reconciliation • Administer/oversee Council’s responsibility in the City Centre Dry Zone <p>Development and implementation of policy and programs that respond to the needs of local young people aged 12-25 years who live, work, study or volunteer within the City</p> <ul style="list-style-type: none"> • Advocacy for the needs of young people, co-ordination of the Salisbury Youth Council, implementation of the Youth Action Plan and its key directions • Build on partnerships with primary health care and education • Advise Council on matters relating to physical activity
Agreed Actions	<p>1. That the recommendations of the Community Planning and Vitality Program Review Report as follows be endorsed:</p> <p>a. The Community and Planning Vitality Division focus on facilitation and coordination of sports development and cultural development to improve efficiency, effectiveness and sustainability of programs and events in these areas.</p> <p>b. Sports development be conducted in a manner that builds the expertise of clubs across the City rather than targeting a small number of sports.</p> <p>c. The Community Planning and Vitality Division develop a strategic approach to the value of events as they align to the City Plan, and implements a decision-making process for requested additional unbudgeted events.</p> <p>d. A Place Curation Plan be developed and Council support be sought if resources are required to implement the Plan.</p> <p>e. The Aboriginal Development programme including engagement driven by the Reconciliation Action Plan, be further</p>

	<p>developed and linkages between this plan and the Intercultural plan be further developed. As a consequence the additional 0.4 FTE and associated \$36,067 to increase Aboriginal Engagement is provided ongoing in the Community Development Budget.</p> <p>2. A further report be presented providing more detail in relation to the youth component including service levels of the community planning and vitality review.</p> <p>PRSC1 – 13/06/2017</p> <p>RECOMMENDATION</p> <p>1. That the information be received.</p> <p>2. That the proposed resourcing of youth policy development and program delivery remain unchanged.</p>
<p>Status of Review</p>	<p><i>A number of functional areas listed in the summary of services have been moved areas to better align the Planning and Vitality Division.</i></p> <p><i>The Intercultural Strategy responsibility resides with the Community Health and Wellbeing Division.</i></p> <p><i>The Senior Social Planner (previous within Economic Development Division) now reports to the General Manager Community Development with responsibility for;</i></p> <ul style="list-style-type: none"> • <i>Social policy including;</i> • <i>Implementation of the Reconciliation Action Plan,</i> • <i>Review of Drug and Alcohol Framework</i> • <i>Development of Wellbeing, Learning Strategies</i> • <i>Review of community safety approach (including Centre Dry Zone)</i> • <i>Social Infrastructure Review</i> <p><i>Ia Has been implemented and the Community Planning and Vitality Division has refocused work to take a facilitation and coordination role where possible.</i></p> <p><i>b. Sports development be conducted in a manner that builds the expertise of clubs across the City rather than targeting a small number of sports.</i></p> <p><i>c. The Community Planning and Vitality Division develop a strategic approach to the value of events as they align to the City Plan, and implements a decision-making process for requested additional unbudgeted events.</i></p> <p>The Division has been focussed on facilitating sport and recreation projects and has attracted \$2Million worth of funding commitments from the State Government (\$461,000 for Salisbury Oval, \$995,000 for Bridgestone Reserve Athletics Facility and \$550,000 for the Bridgestone to Salisbury Oval Shared Use Path).</p> <p>Sports development has also focused on building capacity in</p>

	<p>organisations through an increase in relevant professional development for sport and recreation organisations. Years previous to the review saw around 10-15 people attending information and education sessions facilitated by the City of Salisbury, these numbers have significantly increased due to the refocus. Local Sport Needs Women Forum (over 90 attendees) and Social Media and Marketing for Clubs (over 40 attendees). Relevant professional development sessions will continue in the future.</p> <p>Efficiencies in Cultural Development have also been achieved. By way of example, Community Planning and Vitality Division were able to restructure Salisbury Secret Garden and reduce the budget from approximately \$185,000 to \$95,000 and achieve attendances over 11,000 people and be recognised by the Adelaide Fringe as the Best Event for Week 3 of the festival.</p> <p>A comprehensive report on events in the City of Salisbury was presented to Council in March 2018. This report takes a strategic approach to events and provides a series of options and recommendations for Council. The report provides an opportunity for Council to introduce a new grant and sponsorship category to deal with unbudgeted requests from the community for additional events.</p> <p><i>d. A Place Curation Plan be developed and Council support be sought if resources are required to implement the Plan.</i></p> <p>A Place Curation Plan will be developed in the 2018/19 financial year and provided to Council for consideration.</p> <p>Social Planner – reporting to GMCD;</p> <p><i>e. The Aboriginal Development programme including engagement driven by the Reconciliation Action Plan, be further developed and linkages between this plan and the Intercultural plan be further developed. As a consequence the additional 0.4 FTE and associated \$36,067 to increase Aboriginal Engagement is provided ongoing in the Community Development Budget.</i></p> <p>Reconciliation Action Plan has been drafted and will be provided to Council for consideration in the near future. Other changes have been implemented in accordance with review.</p> <p><i>2. A further report be presented providing more detail in relation to the youth component including service levels of the community planning and vitality review.</i></p> <p>A further report was considered by the committee and the Youth</p>
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	responsibilities associated with Youth Council have been moved to Community Capacity and Learning as per the Committees recommendation to Council.
Outcomes	<p>\$1.456Million Funding for sport and recreation facilities from State Government secured.</p> <p>Improved quality of information and education sessions provided to sport and recreation organisation.</p> <p>Increased number of attendees at information sessions provided for clubs (previous numbers 10-15 per session, current between 40-90 per session).</p> <p>Improved processes around facility funding for clubs (new process will reduce processing time to around 8 -10 weeks from application to decision by Council).</p> <p>Improved efficiencies in events (Salisbury Secret Garden restructured to deliver similar outcomes for nearly half the cost).</p> <p>Salisbury Secret Garden awarded Best Event for Week 3 of the Adelaide Fringe.</p> <p>98.5% of Salisbury Secret Garden attendees responded that they enjoyed the event – a statistic that is well above industry benchmarks (Forbes report 77% satisfaction as the benchmark for the Entertainment & Arts Industry)</p> <p>Increase in the number of events conducted (including Salisbury Plays at Bridgestone & St Kilda)</p>

Division – Community – Health & Wellbeing	
<p>Summary of Services Provided by Division</p>	<p>Aged Care Policy, Planning & Co-ordination Service development, management of human and financial resources, co-ordination of consultation and collaborative processes and promotion of positive images of ageing and an intercultural city. Promotion of an Age Friendly Salisbury and an Intercultural Strategy to foster a cohesive and inclusive community where all have the opportunity to be involved in community life.</p> <ul style="list-style-type: none"> • Manage a budget of \$3.6M • 170 volunteers • Panel of contractors: 45-50 <p>Volunteer Development Services Co-ordination of volunteer programs across Council, responsible for the development and review of Council’s volunteer management practices and systems to ensure they meet audit, legislative, funding and policy requirements and responsible for the recruitment, registration and recognition of Council’s volunteers.</p> <ul style="list-style-type: none"> • 561 enquiries • 162 new volunteers • 467 active volunteers contributing 77,545 hours and \$2,705,545 economic value <p>Disability programs</p> <ul style="list-style-type: none"> • The Shed • Fun on Friday • Salisbury Social Group <p>Health and Inclusion Undertakes research, community and stakeholder engagement, projects, policy and strategy development in relation to community health and wellbeing; access and inclusion; mental wellbeing and resilience; aged friendly cities and intercultural city.</p> <ul style="list-style-type: none"> • Community needs, trends and expectations identified and translated into Council direction. • Strategic partnerships developed. • Salisbury Seniors Alliance • Develop, implement, report and evaluate the Beyond the Ramp Social Inclusion Framework and Age-Friendly Salisbury Strategy 2015-2020, Intercultural Strategy 2017-2027 • Annual Inclusion Forum • Disability Access & Inclusion Network

	<p>Salisbury Home and Community Services and Housing Support Program</p> <p>These programs are funded by a mix of Commonwealth, State Government, National Disability Insurance Scheme & council funding to provide basic maintenance & support services to frail older people & younger people with disability & carers to support independent living at home & in the community. In home support involves household maintenance & support with activities of daily living, such as domestic assistance, home maintenance & gardening, home modifications, support with shopping, social interaction & transport. Community based support includes social participation, meals, ongoing learning, wellbeing & physical activities & opportunities. Specific programs cater for a range of culturally & linguistically diverse consumers. Housing support program assists people over 50 years of age who are living in difficult housing situations to find safe & secure housing.</p> <ul style="list-style-type: none"> • Number of individual residents receiving support: 3,000pa • Domestic assistance: 5,900 hours pa • Social Support Groups (Centre Based Day Care): 82,000 hours pa • Social support individual: 2,265 hours pa • Number of meals: 22,200pa • Number of transport trips: 12,000pa • Home modifications: \$106,600pa • Hours of home maintenance: 3,300pa • Number of people assisted by the Housing Support program: 80-90pa
<p>Agreed Actions</p>	<p>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.</p> <p>Final business model framework will need to ensure sustainability in the longer term. This will make sure that people with disability and older people in Salisbury have the best opportunity to achieve wellbeing through maintaining independence and social connections.</p> <p>A robust decision making process will be used to refine detailed recommended options which will presented to the Executive and the Council for endorsement in November 2108.</p>
<p>Status of Review</p>	<p>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.</p> <p>In September 2016 the City of Salisbury started working with the City of Playford and an external consultant on a joint partnership project to review current business operations and services, consider the new business model and transition options for</p>

	<p>community aged care and disability services. Stage 1 of the report was presented to the council in November 2017 with a recommendation for the Community Health and Wellbeing division to proceed to develop a detail business plan for the recommend option/s for future service delivery for both disability and aged care services under the reforms.</p>
<p>Outcomes</p>	<p>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. Option 1 – 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 2 - 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 3- Hybrid service, continuity and diversification. Council (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.</p>

Division – Development Services	
<p>Summary of Services Provided by Division</p>	<p>Building Assessment of applications, provide general advice to the community regarding building matters, respond to complaints, and inspect approved developments.</p> <ul style="list-style-type: none"> • General Advices: 2,100pa • Applications: 2,500pa • Building Compliance: 600pa • Building Application Inspections: 600pa <p>City Development Administration Responsible for administration support services and the overall management and leadership of the City Development Department.</p> <ul style="list-style-type: none"> • Section 7 Statements: 3,000pa • Rates Certificates 3,100pa • Plan searches: 115pa • Lodge and generate application Decision Notification Forms <p>Planning Assessment of applications, provide general advice to community regarding planning matters and ensure compliance with legislative requirements.</p> <ul style="list-style-type: none"> • Applications: 2,500pa • Planning Application Inspections: 650pa • Planning Compliance: 185p • General Advices: 8,000pa <p>Development Engineering Processes applications for land divisions to ensure new roads, footpaths and stormwater drains meet Council standards. Deals with engineering aspects (e.g. traffic and stormwater) for major developments.</p> <ul style="list-style-type: none"> • Engineering Assessment Approval and Bonding of land divisions: 8pa • Building Developments: 40pa • Construction Compliance Inspections: 50pa • Engineering advice: 520pa <p>Corporate Signage Provide corporate directional signage primarily on main roads, to assist visitors to find business locations. The program aim is to be self-funding.</p> <ul style="list-style-type: none"> • 35 signs located across the City

<p>Agreed Actions</p>	<p>PRSC1 – 13/04/2015 RECOMMENDATION</p> <ol style="list-style-type: none"> 1. That the final Development Services Program Review report from consultants URPS be received, and the sub-committee provide feedback on the content and recommendations. 2. That the outcomes of the State Government’s Planning Reform program be monitored in relation to implications for the process and resourcing of development services, and further reports be provided to Council as the State Government’s reform agenda is progressively confirmed. 3. That pending the confirmation of the State Government’s planning reform agenda, existing resourcing levels within Council’s Development Services Division be confirmed, incorporating an element of contract positions to maintain flexibility in recognition of the uncertainty of the resourcing impacts associated with the reform agenda. 4. That, subject to Parts 2 and 3 above, the recommendations contained in Section 9.0 (pages 53-58) of the URPS report relating to: <ul style="list-style-type: none"> - Staying ahead of the game – State’s Planning reform; - Resourcing; - Team Management/Structure; - Efficient Processing of Development Applications /Compliance; - External and Internal Customer Service focus; - Performance Management System; and - Training and Professional Development /Accreditation. <p>be endorsed, and progressively implemented through a continuous improvement program.</p>
<p>Status of Review</p>	<p>The Development Services Program Review proposed the implementation of the 36 recommendations across seven prioritised areas.</p> <p>Twenty nine (29) of the recommendations have largely been implemented and have reached the status of completed. As these actions will involve continuous improvement, they continue to be monitored and reviewed as part of the ongoing business and continuous improvement initiatives for the Division.</p> <p>Seven (7) of the recommendations are still pending as they are directly related to the implementation of the Planning, Development and Infrastructure Act 2016 by the state government.</p>
<p>Outcomes</p>	<p>The Development Services Program Review found that the scope of the services were generally consistent with Council’s</p>

	<p>legislative responsibilities. Benchmarking the services against other councils revealed that the Division is considerably more efficient than comparable councils. The recommendations sought improvement to key topic areas summarised below.</p> <p><i>Staying ahead of the game – State’s Planning reform</i></p> <p>This group of recommendations sought to align the Division to the planning reforms. The key actions that have been completed include the introduction of electronic lodgement, tracking and receipt of development applications for the most common development applications. The full rollout is pending a corporate IT upgrade to Council’s record management system in 2018.</p> <p>There has been an increased focus on customer service levels with dedicated front line services for enquiries at the counter and over the phone. Another initiative is to improve the website to better align information to the most common queries of customers.</p> <p>The new Council Assessment Panel was introduced in 2017. The proposed Regional Assessment Panel that was identified in the Program Review was not pursued at the time as it was not supported by adjoining councils. Three of the recommendations have not been actioned as they are directly linked to the rollout the planning reforms.</p> <p><i>Resourcing</i></p> <p>The key change made in relation to these recommendations was to re-structure the Division to appoint a new a Manager, Team Leaders and a Compliance Officer, within existing resources. Temporary contract positions have been used to maintain service levels during peak periods, as resolved by Council.</p> <p>Other actions that have been implemented in response to the recommendations include improved website information (fact sheets), dedicated front line customer services and case management of more significant development applications, introduction of the ‘planners tool kit’ and proactive compliance monitoring and enforcement.</p> <p>Some of the recommendations that seek to divert more substantial resources from assessment tasks to other tasks will be reviewed as part of the rollout of the planning reforms, given the current limited resources within the Division.</p> <p><i>Team Management/Structure</i></p> <p>This group of recommendations seek to establish clear</p>
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	<p>performance objectives, clarity of roles of staff and in particular senior staff. These actions have been completed with the appointment of new positions (with clearer responsibilities) and implementation of performance development plans for all staff across the Division that align to the City Plan priorities. This has also been reinforced with the establishment of leadership group with the Division to resolve cross team issues.</p> <p><i>Efficient Processing of Development Applications /Compliance</i></p> <p>These recommendations canvass a number of aspects of the service relating processing applications. The key actions that have been taken include:</p> <ul style="list-style-type: none"> • Introduction of electronic lodgement, tracking and receipt of development applications. • Case management principles for key development applications in the Council area. • Finalising engineering guidelines that outline Council’s requirements for infrastructure in development. • Increased focus on compliance issues with a dedicated resource allocation. • Council endorsed delegations to enable efficient assessment of development applications. • Improved documentation and tracking of applications to provide improved and consistent customer service levels. • Reinforcement of the Customer Service Framework and strategies on meeting customer expectations. <p><i>External and Internal Customer Service focus</i></p> <p>These recommendations sought an increased focus on customer service initiatives. Actions that have been taken include:</p> <ul style="list-style-type: none"> • Introduction of electronic lodgement, tracking and receipt of development applications. • Improved information to Elected Members on Portal about development in respective wards. • Information to internal customers on strategic developments for a whole of council understanding on their status. • Initiatives to improve the website information, as discussed above. <p><i>Performance Management System</i></p> <p>Performance management systems will be significantly affected by the planning reforms, as identified in the program review, and therefore significant investment in this area is pending the legislative change.</p>
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	<p>The current performance management systems for internal performance management and external reporting requirements of the state government and other entities are generally being met.</p> <p><i>Training and Professional Development /Accreditation</i></p> <p>Training and professional development is being provided to all staff, principally via the performance development plans.</p>
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Division – Financial Services	
Summary of Services Provided by Division	<p>Provides for business support, management accounting, financial accounting, tax compliance, external and statutory reporting. Further, the team provides reporting services to all departments/divisions of the organisation, the Executive Management and Council, including the preparation of the Council Budget and Annual Plan.</p> <ul style="list-style-type: none"> • Annual Plan and Budget • Annual Financial Statements • Long Term Financial Plan • Quarterly Budget Reviews and Monthly Reporting • Grant Acquittals • Business Plan support <p>Provides specialised accounting services for infrastructure and other assets, particularly with respect to valuation and depreciation. Also provides financial support to Council projects as required and delivers the Accounts Payable service.</p> <ul style="list-style-type: none"> • Provide financial advice and support for Salisbury Water • Valuation and Depreciation for \$1.6 billion of Council assets • Invoices processed: 30,000pa
Agreed Actions	<p>PRSC1 – 10/07/2107 RECOMMENDATION (Council Resolution – 17/07/2107)</p> <p>1. That recommendations from the Financial Services Division Compliance Audit, Benchmarking Study and Customer Survey be noted and the implementation be monitored by the Chief Executive Officer and the General Manager Business Excellence.</p>
Status of Review	<p>Provide an update on whether the review outcomes have been implemented or still in progress</p> <p>Review Outcomes status update:</p> <ul style="list-style-type: none"> • Direct Debit – in progress • Online Rate Account Balance Enquiries – in progress • Online Payment Arrangement for Rates – in progress • Accounts Payable Automation – in progress • Replacement Business Planning Software – final stage of implementation with go live planned end of March • Replacement Long Term Financial Planning Software - completed • New Initiative Bid replacement software - completed • Technology 1 CiAnywhere, which will enable Technology 1

	<p>to be used on any device – completed, staged rollout of functionality to internal customers</p>
<p>Outcomes</p>	<p>Summarise outcomes, eg improved services, customer response time, reduced costs, added value etc...</p> <p>Include any learnings from the review process</p> <p>The Program review confirmed that FSD is performing well, and is continuing along the continuum of best practice and provides services that are valued by our customers.</p> <p>Both the Benchmarking Study and Customer Survey identify the need to continue focus resources to value added activities and utilise technology to make operational processes simpler and less resource intensive.</p> <p>The Budget Bid project has been well received, and will streamline the end of year processes to create projects once the budget is approved, there is also bid rollover functionality that reduces the work of entering bid details year on year, also the information contained in bids is being utilized to develop project briefs.</p> <p>The Business Planning Project has been expanded to support reporting requirements across the planning framework. Final user acceptance processes are underway, with good feedback being received. We are anticipating that we will be using the new system for 2018/19 Divisional Planning.</p> <p>Both projects have been delivered from FSD with extensive stakeholder engagement which we believe has resulted in very successful outcomes.</p> <p>The LTFP model has been replaced with a more sophisticated model, the benefits are being seen within the Financial Services Division including that the model with rollover functions for future years reducing the initial model set up. We also expect that we will use the model for Budget Review model financial statements which will improve the quality of these reports.</p>

Division – Information Services	
Summary of Services Provided by Division	<p>Responsible for the delivery, management and enhancement of information technology solutions within the organisation.</p> <ul style="list-style-type: none"> • Solutions meet organisational availability and performance metrics • Agreed service and solutions are under relevant maintenance and support contracts <p>Oversee the flow of corporate information in to and out of the organisation, ensuring information management legislation is complied with, including Freedom of Information responsibilities.</p> <ul style="list-style-type: none"> • Compliance with organisational information management framework and South Australian Government information retention requirements • Response to Freedom of Information requests within legislative timeframes.
Agreed Actions	<p>PRSC2 – 15/07/2015 RECOMMENDATION PRSC2 Information Services and Information Management Program Review</p> <ol style="list-style-type: none"> 1. That the ICT Services Review by Strategic Directions be received. 2. That Council endorse the actions as listed in the management response.
Status of Review	<p>A number of the review recommendations have been implemented and others are in progress.</p> <p>The information technology areas of the division have been restructured as follows:</p> <ol style="list-style-type: none"> 1. The internal customer-facing team, Helpdesk, has been moved from the technical services team and has been re-named the <i>Service Desk</i> function, which is in line with contemporary information technology service management best-practice. This team is now responsible for (internal) customer advocacy and progress chasing within the wider information technology services team on behalf of customers. 2. The former technical support and business support teams have been amalgamated into the new <i>Information Technology Services</i> function, which is responsible for

	<p>the infrastructure, applications and information security domains.</p> <p>3. A new function <i>Planning and Business Engagement Services</i> has been created, which is responsible for partnering with business units to develop a long term information technology plan as well as work with them to identify how technology solutions can resolve their challenges.</p> <p>Work has commenced within the information management team to have more understanding about the information held across business systems. A project has been initiated to gain a better understanding of how data is and should be managed and the proposed data analytics function will be part of the information management team</p>
<p>Outcomes</p>	<p>The changes within the Service Desk function have been well received by the organisation, noting a more 'customer friendly' approach.</p> <p>Business partnering as part of the new Planning and Business Engagement Service team is yet to be formally adopted and a further review of resourcing is required.</p>

Function – Dogs Wandering at Large	
Summary of Services Provided by Division	<p>Administering the Dog and Cat Management Act to ensure that community members are complying with legislative requirements relating to responsible dog ownership, so as to protect and promote a high standard of public safety and environmental quality, strives for a better-informed community, and promote effective and suitable dog management practices through information and education.</p> <p>Registered dogs: 24,750pa</p> <ul style="list-style-type: none"> • Dogs wandering at large: 1,500pa • Dog attack investigations: 70pa • Dog noise and nuisance complaints: 150pa • Property visits as part of a dog registration survey: 8,500pa • Inspections of premises with guard dogs: 30pa • Bylaw exemptions for keeping more than two dogs: 200pa
Agreed Actions	<p>Council Resolution 27/05/2013</p> <p>1. This matter be reviewed by the Program Review Sub Committee</p> <p>PRSC4 – After Hours Dog Control Services – 10/06/2014 (Council Resolution 23/06/2014)</p> <p>1. That information contained in Attachment 1 to the Report (PRSC4 - 10/06/2014), as amended by the Program Review Sub Committee, be included on Council’s website and in relevant information brochures.</p> <p>2. Council endorse 30 minutes response times for category 1, 2 and 3 Dogs Wandering at Large service levels during 8.30am-7.30pm Monday to Friday and 60 minutes response times for hours outside of those timeframes.</p>
Status of Review	Review outcomes have been implemented.
Outcomes	<p>The review outcomes provided a service level commitment to the community and streamlined the afterhours response procedure by eliminating double handling of calls by staff.</p> <p>The rostered officer receives and handles all enquiries relating to dogs wandering at large improving customer service and response times.</p>

Division – Environmental Health	
Summary of Services Provided by Division	<p>Council provides a range of services that aim to protect and promote a high standard of public and environmental health, through the administration and enforcement of provisions under the following legislation:</p> <ul style="list-style-type: none"> • Public Health Act • Food Act • Environment Protection Act <ul style="list-style-type: none"> • Food premises inspection: 850pa • Food safety audits: 60pa • Food complaint investigations: 100pa • Health premises inspections: 120pa • Enforcements under public and environment as health legislation: 700pa • High Risk Manufactured Water System Registrations: 110pa <p>Council provides an immunisation program so as to prevent the occurrence and spread of notifiable diseases, as required under the Public Health Act.</p> <ul style="list-style-type: none"> • Vaccines administered at free clinics: 2,500pa • Vaccines administered through schools program: 4,000pa
Agreed Actions	<p>PRSC1 – 12/09/2016 RECOMMENDATION (Council Resolution–26/09/2016)</p> <ol style="list-style-type: none"> 1. The information be received. 2. The Healthy Environs Report – Program Review Public and Environmental Health (as set out in Attachment 1, Item No. PRSC1, Program Review Sub Committee, 12/09/2016) be received and noted. 3. That the recommendations and Management responses as contained in Attachment 3, Public and Environmental Health Program Review - Strategic Recommendations and Improvement Opportunities (Item No. PRSC1, Program Review Sub Committee, 12/09/2016) be endorsed, and the Executive Group monitor the implementation of the actions, as required.
Status of Review	<p>The review outcomes as identified in the Strategic Recommendations and Improvement Opportunities are currently in progress with some of the actions and recommendations completed.</p>
Outcomes	<p>The outcomes to date have led to a range of Continuous Improvement opportunities that have been coordinated as a result of the Program Review resulting improved operating efficiencies and customer service, along with addressing areas of risk, and considering regional approaches to services as part of procurement practices.</p>

	<p>The Local Nuisance and Litter Control Act functions have been implemented in the section, and the use of mobile technologies for inspections and customer requests is continuing.</p> <p>The immunisation service has been reviewed with a new tender issued with an option to review service offerings which will be subject to future Council report and decision.</p>
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Division - Inspectorate	
Summary of Services Provided by Division	<p>Ensures that community members are complying with applicable parking and road rules legislation so as to enhance and protect the safety of pedestrians and road users</p> <p>Minimises traffic congestion and ensures adequate and equitable car parking is available for customers in shopping precincts.</p> <p>Aims to improve the safety and amenity of the area through the effective enforcement of the relevant sections of the Local Government Act and Bylaws applicable to the section.</p> <ul style="list-style-type: none"> • Parking breaches: 4,000pa • Abandoned vehicles: 500pa • Backyard burning: 60pa • Footpath trading permits: 50pa • Other animal and bird nuisances: 150pa • Littering: 200pa
Agreed Actions	<p>PRSC2 – 14/08/2017</p> <p>RECOMMENDATION (Council Resolution – 28/08/2017)</p> <ol style="list-style-type: none"> 1. The information be received. 2. The Healthy Environs Report – Program Review Inspectorate Services (as set out in Attachment 1, Item No. PRSC2, Program Review Sub Committee, 14/08/2017) be received and noted. 3. That the recommendations 6 and 9 and related Management responses as contained in Attachment 3 (Item No. PRSC2, Program Review Sub Committee, 14/08/2017) Inspectorate Services Program Review Recommendations be endorsed, and the Executive Group monitor the implementation of the actions, as required. 4. That the balance of the recommendations and Management responses as contained in Attachment 3 (Item No. PRSC2, Program Review Sub Committee, 14/08/2017) Inspectorate Services Program Review Recommendations be noted and the Executive Group monitor the implementation of the actions, as required.
Status of Review	<p>The review outcomes as identified in the Inspectorate Services Program Review Recommendations are currently in progress with some of the actions and recommendations completed.</p>
Outcomes	<p>The outcomes to date have led to a range of continuous improvement opportunities that have been coordinated as a result of the Program Review resulting improved operating efficiencies and customer service, and addressing areas of risk and opportunities for regional approach to services and or</p>

	<p>procurement.</p> <p>In addition the review has resulted in the transfer of the Fire and Emergency Services responsibilities to the Inspectorate, along with the staffing resource. The Local Nuisance and Litter Control Act functions have been implemented in the section, and a review of ongoing resource requirements is being considered as a result of this additional legislative requirements and impacts of increased mobility a technology.</p>
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Division – Marketing & Communication	
Summary of Services Provided by Division	<p>Drives strategic outcomes by strengthening Council’s relationship with the community and other key audiences, through proactive media and communications.</p> <p>Core responsibilities:</p> <ul style="list-style-type: none"> • Media liaison • Proactive communications • Digital communication (social media and online) • Corporate Publications
Agreed Actions	<p>Various programs within the Marketing & Communications division were reduced including:</p> <ul style="list-style-type: none"> • Monthly Live It Up ad (\$12,000) • Community Engagement funds (\$24,000) • Reduce Annual Plan & Annual Report budget (\$7,500) • Convert Salisbury Snapshot to an on-line publication (\$35,000) • A business case for a revamped City Pride award be presented to Council • Convert the Senior Communications Officer role to a Communications Officer (\$5,400) • Reduce Sustainable Salisbury budget (\$5,000) • Removal of the Marketing Assistant role (\$66,300) • Remove funding for strategic marketing (\$69,500) • Cease the Makes Good Business Sense campaign (\$19,000) • The Community Engagement role cease at the end of the current contract (\$47,950)
Status of Review	All agreed actions of the Marketing & Communication program review have been fully implemented as endorsed by Council.
Outcomes	Ongoing cost reductions of \$291k as per Council resolution

Division – People & Culture	
Summary of Services Provided by Division	<p>Provide a range of people services including general Human Resources and Employment Relations services, payroll, wellbeing and Work Health and Safety, Organisational Development, Learning and Development and strategic workforce development and planning. This includes providing policies, systems and processes used to manage the employment life cycle, guide decision-making and manage risk.</p> <ul style="list-style-type: none"> • Organisational development programs - culture development, leadership development, team development, and individual performance • Workforce planning and succession planning, HR Services including recruitment, induction, policy advice, payroll, workplace Health and Safety, wellbeing and positive workplace environments
Agreed Actions	<p>Various changes to services to align with feedback received from both the benchmarking process and staff. The savings be reallocated to fund the position of Learning and Development Officer and an additional Traineeship. Additional Traineeship was established in December 2015 and has continued since then.</p>
Status of Review	Completed
Outcomes	<p>The review has resulted in the delivery of services being adjusted to ensure the resources available are focussed on the key areas identified. Improved reporting has also been a key outcome. Quarterly Report provided to Executive since March 2017 which focusses on key measurements related to the People & Culture Strategic Framework.</p> <p>The savings from the review have been reallocated to fund the Learning & development Officer which has resulted in better delivery of training needs.</p> <p>Learning & Development Officer permanent position created in September 2015 and this role is involved with scheduling of training, reporting on training evaluation, training attendance and maintaining training records in the Human Resources Management System.</p> <p>The other benefit of the savings has been the increase of one traineeship from the existing four (4) which allows for another local youth the opportunity to develop their work skills within a LG environment. Additional Trainee recruited in December 2015 and this role has continued every year since.</p>

Division - Procurement	
Summary of Services Provided by Division	Delivery of strategic procurement to the organisation to deliver value through a more commercial and strategic approach to procurement
Agreed Actions	<p>PRSC2 – 11/07/2106</p> <p>RECOMMENDATION (Council Resolution – 25/07/2106)</p> <p>1. This report and the BRS Report – Procurement and Contract Review (as set out in Attachment 1, Item No. PRSC2, Program Review Sub Committee, 11/07/2016) be received and noted.</p> <p>2. The management responses as set out in Attachment 2 (Item No. PRSC2, Program Review Sub Committee, 11/07/2016) be noted, and the Executive Group monitor implementation of the actions as required.</p>
Status of Review	<p>Overall the strategic transformation for Strategic Procurement (SP) is still a Work in Progress (WIP). Key activities and high level status:</p> <p>Focus Strategic Procurement Vision: Complete. Understanding where CoS is and understanding where we need to go: Complete.</p> <p>Reach Strategic Procurement Transformation: in progress</p> <p>KPI's Reviewed to align with strategic focus (Value Add). Set as \$0.6m for FY17/18 (or equivalent to the cost of the function to CoS)</p> <p>Systems & Process Policies, Framework: Complete Procurement RACI >\$150k: Complete Procedures & Processes: WIP 'How to Purchase Matrix': Reviewed (to be rolled out)</p> <p>People Competency Framework developed based on International Standards (CIPS). Team has completed the Competency assessment. Gap analysis conducted and gaps identified. A development plan has been finalised and is ready to for approaching the market. The development timeframe is approx. 3 years (subject to capacity within the function).</p> <p>*Note all Program review recommendations have been considered in the Strategic Procurement Transformation plan.</p>
Outcomes	<p>Outcomes</p> <p>Setting, measuring & monitoring Benefits – Value Add both tangible & intangible. Current actual tangible value add of >\$0.5m for FY17/18.</p> <p>Capability gap of current team identified.</p> <p>Transforming the way procurement is conducted at CoS.</p>

	<p>Learnings</p> <p>The Program review did not address the resource constraints both in capacity (number of resources) and capability (expertise) to “transform” Procurement from the traditional Contracts & Procurement Services function (transactional) to Strategic Procurement.</p>
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Division – Property & Buildings, Fleet & Workshop	
Summary of Services Provided by Division	The Fleet & Workshop is the asset owner and is responsible to Council and all its stakeholders for the management of all Council’s Plant and Fleet. This section ensures that Council assets are fit for purpose and meet the needs of the end users.
Agreed Actions	PRSC3 12/2/2018 CONFIDENTIAL. RECOMMENDATION (Council Resolution 28/02/2018)
Status of Review	A confidential report went to the Program Review Sub Committee in February 2018. Implementation of recommendations outlined in the report has commenced. A review of the asset maintenance system and management of fleet assets has been included within AMIP project schedule to be reviewed and will commence in September.
Outcomes	In progress
Summary of Services Provided by Division	<p>The Property & Buildings Division is responsible for:</p> <ul style="list-style-type: none"> ▪ All Property Services functions including lease management, property acquisitions/disposals and specialist property advice (except the strategic development projects) ▪ Asset ownership (including maintenance/renewal/priority access programs) of Council’s land and buildings – including : <ul style="list-style-type: none"> ○ Buildings (incorporating associated structures such as verandahs attached to the building), plant and equipment ○ Monuments/statues and artworks ○ Security (CCTV, electronic access systems) ○ Office furniture and equipment including fitouts ○ Shelters/Shade Structures (Except bus shelters and Playgrounds) ○ Solar Panels ○ Swimming Pools ▪ Budget management including preparation and submission of New Initiative Bids for asset maintenance/renewal/upgrades ▪ Scoping of building projects ▪ Stakeholder relationship management/liaison for Council owned land and buildings.

	<ul style="list-style-type: none"> ▪ Administration of Casual hire processes ▪ Security Services ▪ Building and property maintenance
Agreed Actions	PRSC3 – 14/08/2017 CONFIDENTIAL RECOMMENDATION (Council Resolution 28/8/2017) CONFIDENTIAL
Status of Review	<p>A consultant has been engaged to collect further data and undertake a detailed analysis to ascertain the most appropriate resources to continue the delivery of services within the Facilities Management area (building maintenance & security)</p> <p>Once this has been completed implementation of recommendations outlined in the report will continue.</p>
Outcomes	In progress

Division – Strategic Development Projects	
Summary of Services Provided by Division	<p>Oversees Council’s strategic development projects from inception through to completion including:</p> <ul style="list-style-type: none"> • Identification and development of surplus Council land • Preparation of project feasibilities and business cases for identified potential future developments. • Investigating opportunities and coordinating key development projects to contribute to the renewal of the Salisbury City Centre. <ul style="list-style-type: none"> • Complete delivery of the Tranche 2 project Boardwalk at Greentree including the delivery of 122 residential allotments including 15% affordable housing. • Commence implementation on the year 1 priority actions identified within the Strategic Land Review Implementation Plan. • Complete residential project feasibilities identified by Council in respect to the residential Tranche 3 projects • Contribute to the delivery of all Year 1 actions as identified in the Salisbury Oval Masterplan. • Provide internal support and project coordination to facilitate the design development of the Salisbury Community Hub project.
Agreed Actions	<p>PRSC1 – 14/08/2017 RECOMMENDATION – (Council Resolution 21/8/2017)</p> <p>1. The Strategic Development Projects Program Review report (provided as Attachment 1, Item No. PRSC1, Program Review Sub Committee, 14 August 2017), be received and noted.</p> <p>2. The recommendations listed in paragraph 4.8 of this report (Item No. PRSC1, Program Review Sub Committee, 14 August 2017) outlined below be endorsed:</p> <ul style="list-style-type: none"> • Recommendation 15: Develop a new projects website, hosted and maintained internally to promote past projects, current projects, future projects and success stories. • Recommendation 17: Continue the approach adopted at Boardwalk at Greentree but focus on an open EOI to the home building industry to identify opportunities for joint house and land products that meet the specific needs of the projects, with the inclusion of price point caps and simplified submission requirements. • Recommendation 18: Develop promotion material and a database to provide information on the future opportunities to the not for profit housing sector to identify potential partnerships for consideration on future projects. • Recommendation 28: A review of all Division staff contracts to align to the adopted work program should be undertaken and extensions considered as appropriate.

	<ul style="list-style-type: none"> • Recommendation 29: An additional 12 month contract position, anticipated at a level 7 (\$91-\$97k annual salary) be created in the Strategic Development Projects team. This role is to be focused around the project establishment, governance and Council reporting, filled either through an internal secondment or externally recruited contract position, to enable the committed work program to be delivered concurrent with the peak demand of work relating to the design and procurement of the Salisbury Community Hub project. Funding for the position for this financial year be met with an allocation from the wages and salaries provision with an appropriate offset through capitalisation into the relevant Strategic Development Projects. <p>3. The recommendations for administrative action itemised on page 6, 7 & 8 of Attachment 1, Item No. PRSC1, Program Review Sub Committee, 14 August 2017 be noted.</p> <p>4. The Executive Group monitor the implementation of actions as required.</p>
<p>Status of Review</p>	<p>The Strategic Development Projects Division Program Review was adopted in August 2017 as one of the last Program Reviews completed; with some actions still to be commenced.</p> <p>The current status is:</p> <p><u>Recommendation 15</u> – A NIB for funding for the creation of a new Salisbury living Website, has been provided for consideration by Council as part of the 18/19 Annual Plan. No further action can be completed until funding is provided. Subject to the provision of funding, it is anticipated the new website would be live by the end of 2018.</p> <p><u>Recommendation 17</u> – Open EOI process will continue to be adopted on future projects as part of the development of a project Business Case to identify a range of potential builder partners. Timing for this will be subject to timing on the next Tranche of projects, with this built form partnership a component of the open offer proposed to be released for Salisbury Oval in early April 2018.</p> <p><u>Recommendation 18</u> – The development of promotional material and improved databases and contacts into the not for profit sector has commenced. This will be a component of the low cost housing research paper being prepared for presentation to Strategic Property Development Sub-Committee in July 2018 and will identify stakeholders in this segment.</p> <p><u>Recommendation 28</u>: Yet to be completed, subject to resolution of vacant positions in the team and the balance of skills sets required to deliver the project pipeline and availability of this skill set in the market vs consultant engagement.</p>

	<p><u>Recommendation 29:</u> Yet to be filled pending recruitment for the vacant position in the team that was not successfully filled in the first round will be reviewed in respect to balance of skill set required. Likely part may be used to support significant upfront procurement work required to establish key consultants required across a number of projects.</p> <p>Refer to Attachment 1, relating to the internal actions and current status, target timing and responsibility for action, including identification of those that are reliant or require cross-organisational resourcing and support for implementation.</p>
<p>Outcomes</p>	<p>The review outcomes identified an ongoing commitment to the Strategic Development Projects project pipeline, and formalised processes that have been adopted as part of new project establishments to create a consistent view and approach..</p> <p>The focus relates to reduction of risks and improvement of quality control outcomes to best position Council to successfully operate in a commercial business stream ensuring compliance with Local Government probity and reporting guidelines.</p> <p>Due to the nature of the Strategic Development Projects Program, the review will need to be reviewed and updated to ensure currency in a constantly changing market, informed by the regular updates of the Strategic Land Review that outlines the project pipeline.</p>

Division – Technical Services (now Infrastructure Management)	
Summary of Services Provided by Division	<p>Provides for the strategic asset management and civil and landscape design.</p> <ul style="list-style-type: none"> • Complete and update asset management plans for the City’s physical assets • Design for civil, building and landscape infrastructure • Traffic management planning and review • Deliver biodiversity programs • Deliver energy efficiency program
Agreed Actions	<ol style="list-style-type: none"> 1. This report and the consultant reports – Program Review Technical Services Division, Projects Division and Project Support Team (Item PRSC4, Program Review Sub Committee, 13/2/2017 Attachments 2 and 3) be received and noted. 2. The proposed changes to the service delivery model as detailed in this report be noted and the resourcing levels as set out in paragraph 4.6 of this Report (Item No. PRSC4, Program Review Sub Committee, 13/02/2017) be endorsed. 3. The management response as set out in Attachment 1 to this report (Item No. PRSC4, Program Review Sub Committee, 13/02/2017) be noted with the Executive Group responsible for monitoring the implementation of the recommendations.
Status of Review	<p>The moving of Design Services into the Capital Works area has been completed, following the appointment of the Design Services Team Leader, with the stages for Capital Works delivery now clearly defined using RACI charting.</p> <p>The transfer of information from the Infrastructure Management Team to the Infrastructure Delivery team, for Capital Works is via the Project Brief, now revised, and more substantive, based on program review comments, including assessment of risk, customer/stakeholder communications, timing and strategic procurement.</p> <p>The first of these Briefs, for the 2018/19 Capital Works Program are about to be handed over after preliminary approval of the 2018/19 budget.</p> <p>Asset Management plans based on complete data sets will be able to be completed once Asset Structures are completed and go live as part of the AMIP project in mid-April.</p> <p>Preliminary Asset Service Levels, based on function and capacity have been developed and will be included in the future Asset Management Plans to be communicated to the community and proposed to be adopted by late 2018.</p>

	<p>The Infrastructure Management, Customer Service improvements, particularly with respect to monitoring and customer feedback, is being developed as part of the implementation of the AMIP with respect to Customer Enquiries, to be rolled out in June to August 2018.</p> <p>Given the Field Services Division is in the middle of recruitment for positions, the customer service component of the Tree Services that will be relocated to Infrastructure Management has been delayed to ensure new and restructured Field Services staff are updated and trained in current procedures prior to Tree Services staff moving to James Street.</p>
Outcomes	Many of the measurable outcomes will be delivered later in 2018.

Division – Urban Policy	
Summary of Services Provided by Division	<p>Research and develop policies in relation to land use planning, environmental sustainability and industry growth.</p> <ul style="list-style-type: none"> • Develop a Structure Plan for the Northern Connector road corridor incorporating the Dry Creek Salt Fields and identifying future development opportunities. • Continue precinct planning for those areas likely to experience increases in population as identified in the Growth Action Plan. • Review changing housing needs within our community. • Review Sustainability and Climate Change Plan. • Monitor implementation of City Plan and reporting on city indicators • Complete Paddocks Masterplan <p>The Development Act requires each Council to have a Development Plan to guide development and assessment of development applications. Council regularly reviews its development plan to respond to changing needs and expectations to achieve economic, social and environmental objectives.</p> <ul style="list-style-type: none"> • Continue to provide input on the State Government planning reform as required. • Investigate need for further DPAs relating to infill development, flooding implications of strategic land review and Northern Connector • Conclude Rural (aircraft noise) Direct Industry and Residential Interface DPA
Agreed Actions	<p>PRSC1 – 05/12/2016 RECOMMENDATION (Council Resolution 19/12/2016)</p> <ol style="list-style-type: none"> 1. This report, and the Economic Development and Urban Policy Program Review report (provided as Attachment 1, Item No. PRSC1, Program Review Sub Committee, 5 December 2016), be received and noted. 2. The recommendations listed in paragraph 4.5 of this report (Item No. PRSC1, Program Review Sub Committee, 5 December 2016) be endorsed. 3. The recommendations for administrative action itemised on pp 6 & 7 of Attachment 1, Item No. PRSC1, Program Review Sub Committee, 5 December 2016 be noted. 4. The General Manager City Development monitor the implementation of actions as required.
Status of Review	The following review outcomes have been implemented:

	<ul style="list-style-type: none"> • In terms of functional alignment it is noted that: <ul style="list-style-type: none"> ○ responsibility for tourism across the organisation remains with Community Planning and Vitality with the Economic Development and Urban Policy Division supporting the industry development components of the Tourism and Visitor Strategy (<i>note: responsibility for Tourism subsequently sits with Communications & Customer Service</i>) ○ transferring community safety to Community Planning and Vitality as it is largely operational and better aligns with that Division’s responsibilities in relation to Dry Zone Management and the Drug and Alcohol Framework (<i>completed</i>) ○ transferring social planning functions to Community Development to consolidate social planning responsibilities in the organisation (<i>completed</i>) ○ increasing the linkages between the Division and Community Development to better progress matters such as connecting local people to local jobs, youth enterprise and opportunities arising from the introduction of the NDIS – but not transferring functions (<i>completed</i>) ○ maintaining housing policy within the Division and heightening the activity focus on this as it is germane to informing and implementing urban policy considerations with direct links to the Growth Action Plan and informing Strategic Property Projects considerations (<i>completed</i>) ○ maintaining sustainability planning and embedding it across the organisation as a function of the Division given its broad cross-organisational focus and alignment with the green industries agenda (<i>completed</i>) ○ separating open space planning and recreation planning with the open space planning elements transferring across to the Economic Development and Urban Policy Division given its importance from land use and sustainability perspectives (<i>the recommendations of other program reviews have resulted in some changes in implementation, with responsibilities remaining with Community Development and City Infrastructure, but with Urban Policy input</i>). ○ that the upcoming Digital Strategy gives consideration to the leadership and governance of ‘smart city’ initiatives within the organisation (<i>underway</i>) ○ place activation be retained within Community Planning and Vitality but a more strategic place management function be built into the work program of the Economic Development and Urban Policy Division (<i>completed</i>)
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	<ul style="list-style-type: none"> • An additional two-year contract position be created over the coming two financial years in the Urban Policy team to enable the proposed work program for the Division to be undertaken. <p>The following review outcomes are scheduled to occur by the end of 2018:</p> <ul style="list-style-type: none"> • Develop a strategic indicators dashboard <p>The following review outcomes have occurred but are ongoing:</p> <ul style="list-style-type: none"> • Examine each of the critical actions in the City Plan to identify potential external funding sources
Outcomes	<p>Whilst changeover has provided opportunities to realign skillsets consistent with program review directions, the level of vacancies carried has impacted on full delivery of some recommendations.</p> <p>The recommendations in this program review are being implemented but there have been some changes in the detail of the implementation process which are highlighted in the Status of the Review.</p>

<p>Summary of Services Provided by Division</p>	<p>Division – Economic Development</p> <p>Council supports people considering starting a business or who are already in business by providing information, advice, workshops and mentoring.</p> <ul style="list-style-type: none"> • Provide support and training to businesses: over 500pa • Provide mentoring services to business owners: over 40pa • Build on Council’s existing start up programs to increase the rate of new business formation in the region by catering to a more diverse client group including workers affected by the closure of the automotive sector <p>Investment Attraction</p> <p>Actively promote Salisbury as an investment location of choice through its Makes Good Business Sense program and actively works with firms considering relocating to Salisbury or expanding their operations within our City.</p> <p>Digital Economy</p> <p>Work with firms to capture opportunities in the digital economy, work with NBN Co to capture opportunities arising from the rollout of the NBN and support digital entrepreneurs.</p> <p>Policy & Advice</p> <p>Provide economic advice and input to Council and external bodies regarding economic issues and opportunities.</p> <p>Salisbury City Centre</p> <p>Provide a point of coordination of initiatives to progress Council’s objectives for Salisbury City Centre Structure Plan, place management and liaison with businesses.</p> <p>International Trade</p> <p>Build capability in local firms to capture international opportunities and progress Council’s relationship with Linyi.</p>
<p>Agreed Actions</p>	<p>Refer Urban Policy</p>
<p>Status of Review</p>	<p>The following review outcomes have been implemented:</p> <ul style="list-style-type: none"> • Build on the existing approach by economic development staff to gathering information about business performance and confidence to better inform policy and program considerations more broadly across the organisation. • Reduce accommodation expenses by rationalising space in the current location.

	<ul style="list-style-type: none"> • Increase program focus on growth oriented firms • Expand the skill sets and expertise businesses through establishing a mentor/advisor panel. • Continue to position the City of Salisbury as a thought leader in economic development and urban policy through developing of practical research partnerships • Better target investment opportunities and companies • Redesign the process for engaging with local business leaders to ensure that matters impacting on the business sectors are considered in the design of strategy and delivery of services • Purchase licences for economic data and modelling software <p>The following review outcomes are underway:</p> <ul style="list-style-type: none"> • Review and alter the charges applied to room hire to make it as attractive as possible for third party providers to deliver from Polaris. • Replace existing Customer Relationship Management system (to be operational by commencement of new financial year) • Improve evaluation of business support programs (being undertaken externally as part of a broader local government approach) • During development of the Digital Strategy identify open data opportunities that may be useful in supporting economic growth • Extend the Makes Good Business Sense messaging to be more widely used across all Council communication platforms • Formalise a case management process for major projects, relocations and investment opportunities, to ensure coordination and consistent information provision and service levels across Council <p>The following review outcomes are scheduled to occur by the end of 2018:</p> <ul style="list-style-type: none"> • Refine the follow up of business clients, particularly newly established businesses and growth oriented firms (to be implemented following installation of new CRM) • Investigate the adoption of more flexible payment options for fee for service programs • Develop a more formalised approach to welcoming new businesses, including start-ups to the region • Evolve Council's existing programs for new businesses and business intenders <p>The following review outcomes have occurred but are ongoing:</p> <ul style="list-style-type: none"> • Continue to build upon the current Polaris brand and position the Polaris Business and Innovation Centre as the provider and location of choice in northern Adelaide to deliver economic development, business growth services,
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	<p>international trade support, start up services and innovation programs and provider of authoritative information on the region's economy.</p> <ul style="list-style-type: none"> • Continue to nurture and expand the range of intermediaries that provide investment leads but particularly seek to increase strategic engagement with the State Government's Investment Attraction Agency
<p>Outcomes</p>	<p>The renegotiated lease for the Polaris Centre provides savings of approximately \$70k per year.</p> <p>Significant staff changeover has provided opportunities to realign skillsets consistent with program review directions, however the level of vacancies carried has impacted on full delivery of recommendations.</p> <p>New program offering better targeting growth oriented firms to support jobs growth in Salisbury.</p>