



## **AGENDA**

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

**14 JANUARY 2019 AT CONCLUSION OF SPORT, RECREATION AND GRANTS  
COMMITTEE MEETING**

**IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY**

#### **MEMBERS**

Cr K Grenfell (Chairman)  
Mayor G Aldridge (ex officio)  
Cr L Braun  
Cr C Buchanan  
Cr A Duncan  
Cr D Hood  
Cr P Jensen  
Cr J Woodman

#### **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**

Presentation of the Minutes of the Innovation and Business Development Sub Committee Meeting held on 08 October 2018.

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**PRESENTATION – Verge Mowing**

**REPORTS**

IBDSC1 Future Reports for the Innovation and Business Development  
Sub Committee ..... 5

IBDSC2 Appointment of Deputy Chair - Innovation and Business Development Sub  
Committee ..... 7

IBDSC3 Continuous Improvement Framework - Progress Report..... 13

**OTHER BUSINESS**

**CLOSE**



**MINUTES OF INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE  
MEETING HELD IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY ON**

**8 OCTOBER 2018**

**MEMBERS PRESENT**

Cr D Bryant (Chairman)  
Cr S Bedford  
Cr G Caruso  
Cr L Caruso (Deputy Chairman)  
Cr D Proleta  
Cr D Balaza (*Deputy Member - Proxy for Cr E Gill*)  
Cr S White (*Deputy Member – Proxy for Cr B Brug*)

**OBSERVERS**

Cr J Woodman

**STAFF**

Chief Executive Officer, Mr J Harry  
Acting General Manager Business Excellence, Ms G Page  
Manager Strategic Procurement, Mr M Harris  
PA to General Manager Community Development, Mrs B Hatswell

The meeting commenced at 6:32 pm.

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

**APOLOGIES**

Apologies have been received from Mayor G Aldridge, Cr B Brug, Cr E Gill and Cr R Zahra.

**LEAVE OF ABSENCE**

Nil

**PRESENTATION OF MINUTES**

Moved Cr D Proleta  
Seconded Cr G Caruso

The Minutes of the Innovation and Business Development Sub Committee Meeting held on 13 August 2018, be taken as read and confirmed.

**CARRIED**

Moved Cr G Caruso  
Seconded Cr L Caruso

The Minutes of the Confidential Innovation and Business Development Sub Committee Meeting held on 13 August 2018, be taken as read and confirmed.

**CARRIED**

**REPORTS**

**IBDSC1 Future Reports for the Innovation and Business Development Sub Committee**

Moved Cr G Caruso  
Seconded Cr D Balaza

- 1. The information be received.

**CARRIED**

**IBDSC2 Strategic Procurement - Progress Update**

*Cr D Balaza declared a perceived conflict of interest on the basis of being employed by a company that may tender for items under a procurement process. Cr Balaza managed the conflict by remaining in the meeting and voting in the best interest of the community.*

Moved Cr L Caruso  
Seconded Cr G Caruso

- 1. Receive and note the report.

**CARRIED**

**OTHER BUSINESS**

Nil.

**CLOSE**

The meeting closed at 7:06 pm.

CHAIRMAN.....

DATE.....

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<b>ITEM</b>	IBDSC1
	<b>INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE</b>
<b>DATE</b>	14 January 2019
<b>HEADING</b>	Future Reports for the Innovation and Business Development Sub Committee
<b>AUTHOR</b>	Joy Rowett, Governance Coordinator, CEO and Governance
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	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:

<b>Meeting Item</b>	<b>- Heading and Resolution</b>	<b>Officer</b>
26/02/2018	<b>Update Report on the Libraries and Marketing Program Reviews</b>	Pippa Webb
6.0.2-PRSC-OB	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.	
<b>Due:</b>	January 2019	
<b>Deferred to:</b>	March 2019	
<b>Reason:</b>	A report regarding the future directions of the Hub Model as it relates to Community Centres and Libraries will be delivered in February. As a result this item will be deferred pending the new Councils consideration of the model.	

**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: Exec Group  
Date: 07/01/2019

<b>ITEM</b>	IBDSC2		
	<b>INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE</b>		
<b>DATE</b>	14 January 2019		
<b>PREV REFS</b>			
<b>PREV REFS</b>	Council	GB5	26/11/2018
	Council	GB2	17/12/2018
	Budget and Finance Committee	6.0.3	10/12/2018
<b>HEADING</b>	Appointment of Deputy Chair - Innovation and Business Development Sub Committee		
<b>AUTHOR</b>	Joy Rowett, Governance Coordinator, CEO and Governance		
<b>CITY PLAN LINKS</b>	4.4 To ensure informed and transparent decision-making that is accountable and legally compliant		
<b>SUMMARY</b>	This report provides information with respect to the appointment and role of Deputy Chair. In accordance with resolution of Council and the terms of reference of the Innovation and Business Development Sub Committee, an appointment is required to be made.		
<b>RECOMMENDATION</b>			
	1. Cr _____ be appointed as Deputy Chair of the Innovation and Business Development Sub Committee for a term of _____.		
<b>ATTACHMENTS</b>			
	This document should be read in conjunction with the following attachments:		
	1. Innovation and Business Development Sub Committee Terms of Reference		
<b>1. BACKGROUND</b>			
	1.1 At the November 2018 Council meeting it was resolved (Resolution Number 0017/2018):		
	1. <i>That Cr K Grenfell be appointed Chairperson for a period of two years.</i>		
	2. <i>That the Deputy Chair be appointed by the sub Committee at its first meeting.</i>		
	3. <i>That the membership of the Innovation and Business Development [Sub] Committee be determined at the Budget and Finance Committee.</i>		

**2. REPORT**

- 2.1 The membership of the Innovation and Business Development Sub Committee was considered by the Budget and Finance Committee and endorsed by Council at its December 2018 meeting. Membership details have been updated on the Terms of Reference for the Sub Committee which is attached to this report for reference.
- 2.2 The Terms of Reference for the Innovation and Business Development Sub Committee also provides for the appointment of the Deputy Chair at the first meeting of the Sub Committee.
- 2.3 The Deputy Chairman acts in the role of Chairman in their absence.

**3. CONCLUSION / PROPOSAL**

- 3.1 In accordance with Council's resolution (Resolution Number 0017/2018, Item No 6.5, Council 26 November 2018) and the Terms of Reference for the Innovation and Development Sub Committee, the Sub Committee is now asked to consider the position of Deputy Chair and determine who should fulfil this role and for what term.

**CO-ORDINATION**

Officer: EXECUTIVE GROUP

Date: 07/01/2019





## Innovation and Business Development Sub Committee

### - Terms of Reference -

**Endorsed by Council:** 26 November 2018 (0016/2018)  
Clause 4.1 amended 17 December  
2018 (0051/2018)

**Review Date:** November 2022

### **1. Purpose**

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

### **2. Status and Term of the Committee**

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

### **3. Meeting Details**

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



## Innovation and Business Development Sub Committee

### - Terms of Reference -

**Endorsed by Council:** 26 November 2018 (0016/2018)  
 Clause 4.1 amended 17 December  
 2018 (0051/2018)

**Review Date:** November 2022

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

#### 4. Membership

- 4.1 The membership of the Sub Committee is as determined by Council.
  - Mayor Gillian Aldridge (ex-officio)
  - Cr K Grenfell (Para Ward) (Chairperson)
  - Cr C Buchanan (Central Ward)
  - Cr Adam Duncan (East Ward)
  - Cr D Hood (North Ward)
  - Cr Peter Jensen (Hills Ward)
  - Cr L Braun (West Ward)
  - Cr J Woodman (South Ward)
- 4.2 All members must attend meetings and where unable to do so, must provide an apology prior to the meeting.
- 4.3 The alternate Ward Councillor is appointed as a Deputy Member to the Innovation and Business Development Sub Committee, and in the absence of the appointed member will act as a full member of the Innovation and Business Development Sub Committee.



## **Innovation and Business Development Sub Committee**

### **- Terms of Reference -**

**Endorsed by Council:** 26 November 2018 (0016/2018)  
Clause 4.1 amended 17 December  
2018 (0051/2018)

**Review Date:** November 2022

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

#### **5. Chairperson and Deputy Chair**

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

#### **6. Voting Rights**

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

#### **7. Meeting Procedures, Minutes and Documents**

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



## **Innovation and Business Development Sub Committee**

### **- Terms of Reference -**

**Endorsed by Council:** 26 November 2018 (0016/2018)  
Clause 4.1 amended 17 December  
2018 (0051/2018)

**Review Date:** November 2022

#### **8. Quorum**

- 8.1 A quorum shall be determined by dividing the total number of members of the committee by two (ignoring any fractions) and adding one. For a committee comprising 7 members, the quorum is 4 (that is,  $7 \div 2 = 3.5$  (ignoring any fractions) =  $3 + 1$ ).
- 8.2 When the Mayor (as an ex officio member) is in attendance at a Innovation and Business Development Sub Committee meeting, the quorum requirement becomes 5 (that is  $8 \div 2 = 4$  (ignoring any fractions) =  $4 + 1$ ).

#### **9. Reporting Requirements**

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

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<b>ITEM</b>	IBDSC3
	<b>INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE</b>
<b>DATE</b>	14 January 2019
<b>HEADING</b>	Continuous Improvement Framework - Progress Report
<b>AUTHOR</b>	Warren Gearey, Continuous Improvement Specialist, Business Excellence
<b>CITY PLAN LINKS</b>	4.2 Develop strong capability and commitment to continually improve Council's performance. 4.3 Have robust processes that support consistent service delivery and informed decision making. 4.4 Embed long term thinking, planning and innovation across the organisation.
<b>SUMMARY</b>	The purpose of this report is to provide the subcommittee with a summary of the continuous improvement activities over the last two years. Initiatives during this period include the creation of the continuous improvement framework in 2016; the embedding of continuous improvement tools and techniques across a number of divisions; and how the City of Salisbury has contributed to the establishment of a continuous improvement network in South Australia.
<b>RECOMMENDATION</b>	
	1. That the information be received and noted.
<b>ATTACHMENTS</b>	
	This document should be read in conjunction with the following attachments:
	1. Program Review Report - May 2018 2. Case Study - Fire Breaks Improvement
<b>1. BACKGROUND</b>	
	1.1 The Program Review initiative was a major review across all the City of Salisbury departments and divisions. This was a very large and complex organisational undertaking that took five years to complete, from 2013 to 2018. The Program Reviews provided a step change across the organisation.
	1.2 At the conclusion of the Program Review initiative, Council considered the formation of the Innovation & Business Development subcommittee, which resulted in the transition of the Program Review Subcommittee to the Innovation and Business Development Subcommittee.
	1.3 As part of this transition a final report was presented to the subcommittee in May 2018 summarising the outcomes from the Program Review initiative. A copy of this report is provided as Attachment 1.

- 1.4 This report also noted that an update on the Continuous Improvement initiative be presented to the subcommittee.
- 1.5 The Program Review activity undertaken was an exhaustive and extensive staged review of the entire organisation.
- 1.6 Over 32 functions and many services were included in the lengthy Program Review schedule. The phased approach used for each review meant that progress was monitored, actions tracked and outcomes communicated to the subcommittee.
- 1.7 Overall approximately \$3.1m annually has been delivered in savings to the community from the Program Review initiative.

#### Program Review Continuous Improvement Activity

- 1.8 To ensure the continued development and improvement in the organisation's performance, the organisation embarked on implementing a continuous improvement approach.
- 1.9 This approach initially focused on developing the framework and approach to how continuous improvement will be embedded across the organisation.
- 1.10 The organisation has a dedicated Continuous Improvement Specialist who works across the organisation assisting staff in using relevant tools in identifying and improving systems and processes.
- 1.11 The Continuous Improvement Specialist was invited to assist with facilitating improvements that had been identified as part of the Program Review activity being performed in Field Services.
- 1.12 The Continuous Improvement Specialist worked with selected teams to help facilitate and implement the identified improvements. There were a number of quick wins that were able to be implemented in a short timeframe to demonstrate what was possible. Some larger improvements required a change in approach as to how certain tasks were performed.
- 1.13 The learning from this activity was incorporated into the development of the organisational continuous improvement framework.

## **2. CONSULTATION / COMMUNICATION**

### **2.1 Internal**

- 2.1.1 The City of Salisbury Executive Team and various Divisional Managers were consulted when developing the framework.
- 2.1.2 The Continuous Improvement Specialist applied his learning from the Program Review improvement activity to the development of the Continuous Improvement Framework.

### **2.2 External**

- 2.2.1 Various research papers and engagement with relevant external organisations with continuous improvement expertise

## **3. REPORT**

### Continuous Improvement Defined

- 3.1 One widely used definition of continuous improvement is as follows:

“The ongoing effort to improve products, services or processes. These efforts can seek incremental improvement over time or breakthrough improvement all at once.”

- 3.2 The continuous improvement approach is scalable and can occur at any level of the organisation. The solution should be commensurate with the scale of the identified improvement opportunity.
- 3.3 The principles associated with continuous improvement are:
  - Strong customer focus both internal and external.
  - Continually improve all processes.
  - Involve employees – empower, train and support.
  - Use data and team knowledge.
- 3.4 Through sustained effort and focus the goal is to embed the continuous improvement culture across the organisation. That is to say it becomes a part of what is done every day.
- 3.5 In many instances the staff who are performing the activities on a daily basis are best placed to identify and implement improvements to those processes.

#### Continuous Improvement Framework

- 3.6 A renewed focus on organisational continuous improvement commenced with the recruitment of the Continuous Improvement Specialist in mid-2016.
- 3.7 The continuous improvement framework was identified as a requirement to deliver the aspirations identified in the City Plan 2030.
- 3.8 The organisational Continuous Improvement Framework was approved in December 2016. This framework provides a consistent organisational understanding of terminology, methodologies and policies required to implement the continuous improvement culture.
- 3.9 To support improvement teams overcome small financial hurdles a continuous improvement fund (\$50k per annum) was set up in June 2017. A process of how to apply and manage the fund was developed.
- 3.10 The motivation behind the continuous improvement framework is to enhance the customer experience. Whether that is our community and residents or our internal organisational customers that we provide service to.

#### Communicating the Approach

- 3.11 Subsequent to the framework approval the Continuous Improvement communications plan was developed to help establish the approach across the organisation. The major items in the plan are as follows
  - Key messaging to embed the required culture
  - Responsibilities for implementing the continuous improvement framework
  - The development of a Continuous Improvement intranet page to support the understanding and use of the framework elements.

- 3.12 The Continuous Improvement portal was initially released in May 2017 on the City of Salisbury intranet. The portal provides staff easy access to all the tools, techniques, training, and continuous improvement related material. Multiple updates have been performed.

#### Transitioning to Continuous Improvement Culture

- 3.1 As previously stated Program Reviews provide a step change capability but they involve a great deal of effort and cost to achieve these results
- 3.2 Continuous Improvement is an activity that is built into how the organisation operates. Staff at all levels of the organisation can identify and implement improvements.
- 3.3 Having all staff involved engenders bottom up improvement identification and enhanced staff engagement.
- 3.4 Some improvements can be quickly and easily implemented by staff.
- 3.5 Larger improvements that require further budget, planning and development can be added to the improvement pipeline for future development.

#### Sustaining the Organisational Change

- 3.6 To support the promotion and advocacy of the Continuous Improvement Framework a network of staff called Continuous Improvement Champions was formed. The Champions collect information on the improvement activities being performed for inclusion in status reports. The Champions ensure that support is embedded within each department.
- 3.7 To support the City of Salisbury managers at all levels, a Continuous Improvement Manager Information Pack was released in August 2018. The aim of this pack is to ensure that a consistent message is available to all staff who lead teams.
- 3.8 In order to benchmark the City of Salisbury performance against local government peer organisations the City of Salisbury commenced participation in the Australasian LG Performance Excellence Program in June 2017. This program is run through LG Professionals and managed by PriceWaterhouseCoopers. The deliverables from this program will provide visibility into measures and metrics that can be used to understand organisational performance.

#### Advocating Continuous Improvement across Local Government

- 3.9 The City of Salisbury led the effort in establishing a continuous improvement network for the South Australian local government sector, culminating with the creation of the Professionals SA Continuous Improvement Network in February 2017.
- 3.10 The inaugural chair is the Continuous Improvement Specialist from the City of Salisbury.
- 3.11 This network is aimed at supporting and developing staff engaged in continuous improvement activities across the local government sector and establishing the future direction and plans for the network.
- 3.12 As at December 2018, 24 South Australian councils are involved in the network.

#### Benefits Realised



- 3.13 A Continuous Improvement Team was formed at the Operations Centre to identify and implement improvements.
- 3.14 Over 80 improvements have been identified and some examples of completed projects include:
- *Fire Breaks:* contractor costs of \$40,000 were incurred each year to clear fire breaks around properties. Changing the process reduced the costs by 50%. Further detail on this improvement is available in the attached case study.
  - *Disposable coffee cups:* An estimated 70,000 coffee cups were sent to landfill each year and changing this process eliminated this waste and saved at least \$2,000 a year.
  - *Filling trucks:* It was highlight that it took over 12 minutes to fill trucks with water, which resulted in backlogs at peak time, with on some days up to 16 trucks requiring water. The improvement team identified that by installing a pump the fill time could be reduced by 75 per cent, resulting in trucks returned to service more quickly.
- 3.15 To support the aim of embedding continuous improvement into the organisation learnings from these initiatives have been incorporated into staff training and leadership programs.
- 3.16 The following table provides the status of improvement activity to the end of September 2018

<b>City of Salisbury Improvement Status</b>	
Improvement Opportunities	47
Active Improvements	39
Completed Improvements	48
<b>Total Improvements</b>	<b>134</b>

#### 4. CONCLUSION

- 4.1 The transition to a continuous improvement culture has already provided many benefits to the organisation including service improvements that are valued by our community and residents.
- 4.2 It allows the organisation to continue improving performance following the Program Review initiative, noting that more detailed reviews in service delivery will still occur where appropriate.
- 4.3 By continuing to perform benchmarking activities we can monitor the ongoing performance of the organisation and identify opportunities for future improvements.

- 4.4 By having the continuous improvement culture embedded in the organisation we will have the ability to constantly identify and implement improvements. Improvement will become a part of what is done every day in the organisation.
- 4.5 The involvement of all City of Salisbury staff will lead to a more engaged workforce who are focused on improving the customer experience for our community, residents and staff.
- 4.6 Use of organisational data and analytics will enable the identification of specific processes and services that require a deeper review.

**CO-ORDINATION**

Officer: GMBE  
Date: 08/01/2019

<b>ITEM</b>	IBDSC3  <b>INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE</b>
<b>DATE</b>	14 May 2018
<b>HEADING</b>	Program Reviews Status
<b>AUTHOR</b>	Charles Mansueto, General Manager Business Excellence, Business Excellence
<b>CITY PLAN LINKS</b>	4.3 To deliver sustainable, creative and innovative solutions that enable excellent operations and service delivery 4.5 To apply business and resource management that enables excellent service delivery and financial sustainability 4.6 To provide our customers with excellent service that meets their needs
<b>SUMMARY</b>	This report provides 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.*

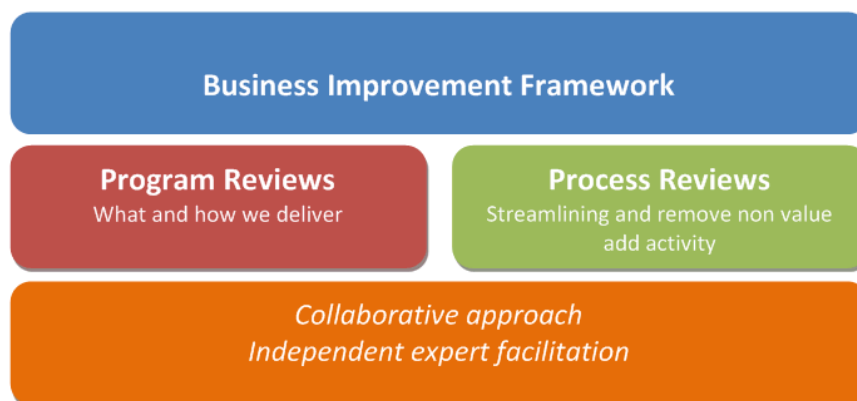
- 1.2 The last program review (Fleet & Workshop) was presented to the Program Review Sub Committee in January 2018.

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- 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

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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.

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**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

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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
<b>Total (including sale of machinery)</b>	<b>\$2.9m</b>
<b>Total Ongoing Annual Savings</b>	<b>\$2.6m</b>

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

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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.



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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:

<b>Division – Governance &amp; CEO Office</b>	
Summary of Services Provided by Division	<p><b>Civic and Ceremonial</b> Funds civic and ceremonial responsibilities of Council, including citizenship ceremonies.</p> <p><b>Council</b> Funds the management and administration of the Elected Member governance responsibilities.</p> <ul style="list-style-type: none"> <li>• Production and distribution of business papers</li> <li>• Administrative support is provided to 6 standing committees, 5 sub-committees and Council</li> <li>• Monitor and review of the City’s compliance with legislation</li> <li>• Elected Member training and development</li> <li>• Administration of Elected Member Allowances and Benefits</li> </ul> <p><b>Elections</b> Provides resources for elections within the City.</p> <p><b>Executive Management</b> 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><b>Governance</b> 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"> <li>• Support Council and organisational Governance processes</li> <li>• Risk management, internal audit and program review</li> <li>• Undertake annual risk review</li> <li>• Provide advice and support to ensure operational risks are minimised</li> <li>• Support the Audit Committee of Council</li> <li>• Application and monitoring of the Governance framework</li> <li>• Council meeting administration and support</li> <li>• Elected Member support &amp; communications</li> <li>• Delegations</li> <li>• Application and monitoring - Policy and Procedure Framework</li> <li>• Coordination of legal advice and oversight of Council Solutions Legal Services contract</li> </ul>
Agreed Actions	PRSC1 – 13/11/2017 RECOMMENDATION (Council Resolution – 20/11/2017)

	<ol style="list-style-type: none"> <li>1. The CEO and Governance Program Review report be received and noted.</li> <li>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.</li> <li>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"> <li>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.</li> <li>b. Present to an Informal Strategy session the proposed examples of new Council and Committee report templates before proceeding with implementation.</li> <li>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.</li> <li>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.</li> <li>e. Staff bring back an implementation plan to transition to the delivery of digital agendas and minutes for Elected Members and staff.</li> </ol> </li> <li>4. Funding and headcount for the new contract position as noted in recommendation 3(c) will be from existing budgets.</li> </ol>
Status of Review	<p><b>1. The CEO and Governance Program Review report be received and noted.</b></p> <p><b>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.</b></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><b>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:</b></p> <p><b>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></p> <p>The changes have been implemented.</p> <p><b>b. Present to an Informal Strategy session the proposed examples of new Council and Committee report templates before proceeding with implementation.</b></p> <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> <p><b>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.</b></p>

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

<b>Division - Library</b>	
Summary of Services Provided by Division	<p><b>Community Learning and Outreach</b></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"> <li>• Early Childhood Literacy programs attendance: 15,000pa</li> <li>• School Holiday Program attendance : 586 pa</li> <li>• Children's programs: 3,000pa</li> <li>• Youth Programs: 600pa</li> <li>• JP visits: 26,000pa</li> </ul> <p><b>Library Collection Development</b></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"> <li>• New items: 28,000pa</li> <li>• Total collection: 185,000pa</li> <li>• Total number of visits for 15/16: 578,768</li> </ul> <p><b>Online</b></p> <p>Manages Library Management System and provision of online content to support Library services and programs.</p> <ul style="list-style-type: none"> <li>• PC Website visits: 185,000pa</li> <li>• Facebook/Twitter likes and followers: 780</li> <li>• Online tutorials: 398</li> <li>• ESL/Literacy/Numeracy classes: 500 participants</li> </ul> <p><b>Library Branch Services</b></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"> <li>• Loans: 900,000</li> <li>• E-book and audio book loans: 10,000</li> <li>• PC uses by the public: 83,000</li> <li>• Members: 50,000 (36% of the City population)</li> </ul>
<p>Agreed Actions</p>	<ul style="list-style-type: none"> <li>• The development of a Library and Community Centres Strategic Plan 2014-2018 be developed</li> <li>• The community hub model for libraries and community centres comprising of:             <ul style="list-style-type: none"> <li>○ A regional hub in the City Centre (Len Beadell)</li> <li>○ Four district hubs (Parafield Gardens, Burton, Mawson Lakes and Para Hills)</li> <li>○ Five (5) stand-alone centres (Bagster Community Centre, Ingle Farm Library, Pooraka Farm Community Centre, Salisbury East Community Centre and Salisbury West Library)</li> </ul> </li> </ul> <p>Be endorsed.</p> <ul style="list-style-type: none"> <li>• Staff to report on concepts and options for community hub models for the City Centre and Parafield Gardens</li> <li>• The following strategies are implemented:             <ul style="list-style-type: none"> <li>○ RFID technology</li> <li>○ Alternate years for publication of Community Information Directory</li> <li>○ 12 month pilot to trial delivery methods for home based library services</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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 &amp; Construct contractor. Para Hills Community Hub will be</li> </ul>

IBDSC3 Program Review Update Information

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

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<b>Division – Twelve25</b>	
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"> <li>• Volunteers: 50</li> <li>• Structured learning activities sessions: 2,300pa</li> <li>• Total people visits: 42,000pa</li> <li>• Social enterprises: 3</li> </ul>
Agreed Actions	<ul style="list-style-type: none"> <li>• The establishment of a Twelve 25 Youth Advisory Group to manage the strategic directions and program delivery at the Twelve25 Youth Enterprise Centre.</li> <li>• The 2014/2015 draft Twelve25 Business Plan be referred to the Youth Advisory Group for review.</li> </ul>
Status of Review	<ul style="list-style-type: none"> <li>• Twelve25 Youth Advisory Group was established, and has since undergone review in 2017/2018 with recommendations endorsed and implemented.</li> <li>• 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.</li> </ul>
Outcomes	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Youth Action Plan 2017-2021 launched with key actions to be implemented.</li> </ul>



<b>Division – Community Centres</b>	
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"> <li>• Total people visits – 200,000</li> <li>• Volunteers: 200</li> <li>• Volunteers contribute approximately 20,000 hours to the City of Salisbury via their participation across the centres</li> </ul>
Agreed Actions	<p>PRSC3 – 9/2/2015 Council Resolution – 23/02/2015</p> <ol style="list-style-type: none"> <li>1. Governance Model (1) the status quo is retained as the primary model for City of Salisbury Community Centres.</li> <li>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.</li> <li>3. Councils volunteer support team provide assistance to the management committees in attracting and retaining a diverse membership base.</li> </ol>
Status of Review	<ul style="list-style-type: none"> <li>• Governance model is in place with Boards of Management (incorporated bodies) which work in partnership with City of Salisbury</li> <li>• 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.</li> <li>• 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.</li> </ul>

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Outcomes	<ul style="list-style-type: none"> <li>• Governance structure has provided opportunities for the Centres to attract independent funding for various programs/activities. The structure is consistent across the service.</li> <li>• 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.</li> </ul>

<b>Division – Community – Planning &amp; Vitality</b>	
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"> <li>• Review community recreation and open space needs</li> <li>• Develop partnerships for delivering recreation programs</li> <li>• Support sporting clubs development</li> <li>• Implement the Sports Development Program</li> </ul> <p>Implementation of the Reconciliation Action Plan, Implementation of Drug and Alcohol Framework.</p> <ul style="list-style-type: none"> <li>• Development of Wellbeing, Intercultural and Learning Strategies</li> <li>• Development of Action plans for Youth and Reconciliation</li> <li>• Administer/oversee Council’s responsibility in the City Centre Dry Zone</li> </ul> <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"> <li>• Advocacy for the needs of young people, co-ordination of the Salisbury Youth Council, implementation of the Youth Action Plan and its key directions</li> <li>• Build on partnerships with primary health care and education</li> <li>• Advise Council on matters relating to physical activity</li> </ul>
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> <ol style="list-style-type: none"> <li>1. That the information be received.</li> <li>2. That the proposed resourcing of youth policy development and program delivery remain unchanged.</li> </ol>
<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"> <li>• <i>Social policy including;</i></li> <li>• <i>Implementation of the Reconciliation Action Plan,</i></li> <li>• <i>Review of Drug and Alcohol Framework</i></li> <li>• <i>Development of Wellbeing, Learning Strategies</i></li> <li>• <i>Review of community safety approach (including Centre Dry Zone)</i></li> <li>• <i>Social Infrastructure Review</i></li> </ul> <p><i>1a 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 &amp; Arts Industry)</p> <p>Increase in the number of events conducted (including Salisbury Plays at Bridgestone &amp; St Kilda)</p>

<b>Division – Community – Health &amp; Wellbeing</b>	
Summary of Services Provided by Division	<p><b>Aged Care Policy, Planning &amp; Co-ordination</b>                      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"> <li>• Manage a budget of \$3.6M</li> <li>• 170 volunteers</li> <li>• Panel of contractors: 45-50</li> </ul> <p><b>Volunteer Development Services</b>                      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"> <li>• 561 enquiries</li> <li>• 162 new volunteers</li> <li>• 467 active volunteers contributing 77,545 hours and \$2,705,545 economic value</li> </ul> <p><b>Disability programs</b></p> <ul style="list-style-type: none"> <li>• The Shed</li> <li>• Fun on Friday</li> <li>• Salisbury Social Group</li> </ul> <p><b>Health and Inclusion</b>                      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"> <li>• Community needs, trends and expectations identified and translated into Council direction.</li> <li>• Strategic partnerships developed.</li> <li>• Salisbury Seniors Alliance</li> <li>• Develop, implement, report and evaluate the Beyond the Ramp Social Inclusion Framework and Age-Friendly Salisbury Strategy 2015-2020, Intercultural Strategy 2017-2027</li> <li>• Annual Inclusion Forum</li> <li>• Disability Access &amp; Inclusion Network</li> </ul>

	<p><b>Salisbury Home and Community Services and Housing Support Program</b></p> <p>These programs are funded by a mix of Commonwealth, State Government, National Disability Insurance Scheme &amp; council funding to provide basic maintenance &amp; support services to frail older people &amp; younger people with disability &amp; carers to support independent living at home &amp; in the community. In home support involves household maintenance &amp; support with activities of daily living, such as domestic assistance, home maintenance &amp; gardening, home modifications, support with shopping, social interaction &amp; transport. Community based support includes social participation, meals, ongoing learning, wellbeing &amp; physical activities &amp; opportunities. Specific programs cater for a range of culturally &amp; linguistically diverse consumers. Housing support program assists people over 50 years of age who are living in difficult housing situations to find safe &amp; secure housing.</p> <ul style="list-style-type: none"> <li>• Number of individual residents receiving support: 3,000pa</li> <li>• Domestic assistance: 5,900 hours pa</li> <li>• Social Support Groups (Centre Based Day Care): 82,000 hours pa</li> <li>• Social support individual: 2,265 hours pa</li> <li>• Number of meals: 22,200pa</li> <li>• Number of transport trips: 12,000pa</li> <li>• Home modifications: \$106,600pa</li> <li>• Hours of home maintenance: 3,300pa</li> <li>• Number of people assisted by the Housing Support program: 80-90pa</li> </ul>
<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>



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	<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.</p> <p>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.</p> <p>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).</p> <p>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>

<b>Division – Development Services</b>	
<p>Summary of Services Provided by Division</p>	<p><b>Building</b>                      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"> <li>• General Advices: 2,100pa</li> <li>• Applications: 2,500pa</li> <li>• Building Compliance: 600pa</li> <li>• Building Application Inspections: 600pa</li> </ul> <p><b>City Development Administration</b>                      Responsible for administration support services and the overall management and leadership of the City Development Department.</p> <ul style="list-style-type: none"> <li>• Section 7 Statements: 3,000pa</li> <li>• Rates Certificates 3,100pa</li> <li>• Plan searches: 115pa</li> <li>• Lodge and generate application Decision Notification Forms</li> </ul> <p><b>Planning</b>                      Assessment of applications, provide general advice to community regarding planning matters and ensure compliance with legislative requirements.</p> <ul style="list-style-type: none"> <li>• Applications: 2,500pa</li> <li>• Planning Application Inspections: 650pa</li> <li>• Planning Compliance: 185p</li> <li>• General Advices: 8,000pa</li> </ul> <p><b>Development Engineering</b>                      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"> <li>• Engineering Assessment Approval and Bonding of land divisions: 8pa</li> <li>• Building Developments: 40pa</li> <li>• Construction Compliance Inspections: 50pa</li> <li>• Engineering advice: 520pa</li> </ul> <p><b>Corporate Signage</b>                      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"> <li>• 35 signs located across the City</li> </ul>

<p>Agreed Actions</p>	<p>PRSC1 – 13/04/2015 RECOMMENDATION</p> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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"> <li>- Staying ahead of the game – State’s Planning reform;</li> <li>- Resourcing;</li> <li>- Team Management/Structure;</li> <li>- Efficient Processing of Development Applications /Compliance;</li> <li>- External and Internal Customer Service focus;</li> <li>- Performance Management System; and</li> <li>- Training and Professional Development /Accreditation.</li> </ul>                     be endorsed, and progressively implemented through a continuous improvement program.                 </li> </ol>
<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"> <li>• Introduction of electronic lodgement, tracking and receipt of development applications.</li> <li>• Case management principles for key development applications in the Council area.</li> <li>• Finalising engineering guidelines that outline Council’s requirements for infrastructure in development.</li> <li>• Increased focus on compliance issues with a dedicated resource allocation.</li> <li>• Council endorsed delegations to enable efficient assessment of development applications.</li> <li>• Improved documentation and tracking of applications to provide improved and consistent customer service levels.</li> <li>• Reinforcement of the Customer Service Framework and strategies on meeting customer expectations.</li> </ul> <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"> <li>• Introduction of electronic lodgement, tracking and receipt of development applications.</li> <li>• Improved information to Elected Members on Portal about development in respective wards.</li> <li>• Information to internal customers on strategic developments for a whole of council understanding on their status.</li> <li>• Initiatives to improve the website information, as discussed above.</li> </ul> <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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<b>Division – Financial Services</b>	
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"> <li>• Annual Plan and Budget</li> <li>• Annual Financial Statements</li> <li>• Long Term Financial Plan</li> <li>• Quarterly Budget Reviews and Monthly Reporting</li> <li>• Grant Acquittals</li> <li>• Business Plan support</li> </ul> <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"> <li>• Provide financial advice and support for Salisbury Water</li> <li>• Valuation and Depreciation for \$1.6 billion of Council assets</li> <li>• Invoices processed: 30,000pa</li> </ul>
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"> <li>• Direct Debit – in progress</li> <li>• Online Rate Account Balance Enquiries – in progress</li> <li>• Online Payment Arrangement for Rates – in progress</li> <li>• Accounts Payable Automation – in progress</li> <li>• Replacement Business Planning Software – final stage of implementation with go live planned end of March</li> <li>• Replacement Long Term Financial Planning Software - completed</li> <li>• New Initiative Bid replacement software - completed</li> <li>• Technology 1 CiAnywhere, which will enable Technology 1</li> </ul>

	to be used on any device – completed, staged rollout of functionality to internal customers
Outcomes	<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>



<b>Division – Information Services</b>	
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"> <li>• Solutions meet organisational availability and performance metrics</li> <li>• Agreed service and solutions are under relevant maintenance and support contracts</li> </ul> <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"> <li>• Compliance with organisational information management framework and South Australian Government information retention requirements</li> <li>• Response to Freedom of Information requests within legislative timeframes.</li> </ul>
Agreed Actions	<p>PRSC2 – 15/07/2015 RECOMMENDATION PRSC2 Information Services and Information Management Program Review</p> <ol style="list-style-type: none"> <li>1. That the ICT Services Review by Strategic Directions be received.</li> <li>2. That Council endorse the actions as listed in the management response.</li> </ol>
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"> <li>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.</li> <li>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</li> </ol>

	<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>
Outcomes	<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>

<b>Function – Dogs Wandering at Large</b>	
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                      • 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</p>
Agreed Actions	<p>Council Resolution 27/05/2013                      1. This matter be reviewed by the Program Review Sub Committee                      PRSC4 – After Hours Dog Control Services – 10/06/2014 (Council Resolution 23/06/2014)                      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.                      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>

<b>Division – Environmental Health</b>	
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"> <li>• Public Health Act</li> <li>• Food Act</li> <li>• Environment Protection Act</li> </ul> <ul style="list-style-type: none"> <li>• Food premises inspection: 850pa</li> <li>• Food safety audits: 60pa</li> <li>• Food complaint investigations: 100pa</li> <li>• Health premises inspections: 120pa</li> <li>• Enforcements under public and environment as health legislation: 700pa</li> <li>• High Risk Manufactured Water System Registrations: 110pa</li> </ul> <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"> <li>• Vaccines administered at free clinics: 2,500pa</li> <li>• Vaccines administered through schools program: 4,000pa</li> </ul>
Agreed Actions	<p>PRSC1 – 12/09/2016 RECOMMENDATION (Council Resolution–26/09/2016)</p> <ol style="list-style-type: none"> <li>1. The information be received.</li> <li>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.</li> <li>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.</li> </ol>
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>

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	<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. 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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<b>Division - Inspectorate</b>	
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"> <li>• Parking breaches: 4,000pa</li> <li>• Abandoned vehicles: 500pa</li> <li>• Backyard burning: 60pa</li> <li>• Footpath trading permits: 50pa</li> <li>• Other animal and bird nuisances: 150pa</li> <li>• Littering: 200pa</li> </ul>
Agreed Actions	<p>PRSC2 – 14/08/2017 RECOMMENDATION (Council Resolution – 28/08/2017)</p> <ol style="list-style-type: none"> <li>1. The information be received.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ol>
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>

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	<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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<b>Division – Marketing &amp; Communication</b>	
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"> <li>• Media liaison</li> <li>• Proactive communications</li> <li>• Digital communication (social media and online)</li> <li>• Corporate Publications</li> </ul>
Agreed Actions	<p>Various programs within the Marketing &amp; Communications division were reduced including:</p> <ul style="list-style-type: none"> <li>• Monthly Live It Up ad (\$12,000)</li> <li>• Community Engagement funds (\$24,000)</li> <li>• Reduce Annual Plan &amp; Annual Report budget (\$7,500)</li> <li>• Convert Salisbury Snapshot to an on-line publication (\$35,000)</li> <li>• A business case for a revamped City Pride award be presented to Council</li> <li>• Convert the Senior Communications Officer role to a Communications Officer (\$5,400)</li> <li>• Reduce Sustainable Salisbury budget (\$5,000)</li> <li>• Removal of the Marketing Assistant role (\$66,300)</li> <li>• Remove funding for strategic marketing (\$69,500)</li> <li>• Cease the Makes Good Business Sense campaign (\$19,000)</li> <li>• The Community Engagement role cease at the end of the current contract (\$47,950)</li> </ul>
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



<b>Division – People &amp; Culture</b>	
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"> <li>• Organisational development programs - culture development, leadership development, team development, and individual performance</li> <li>• Workforce planning and succession planning, HR Services including recruitment, induction, policy advice, payroll, workplace Health and Safety, wellbeing and positive workplace environments</li> </ul>
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 &amp; Culture Strategic Framework.</p> <p>The savings from the review have been reallocated to fund the Learning &amp; development Officer which has resulted in better delivery of training needs.</p> <p>Learning &amp; 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.</p> <p>Additional Trainee recruited in December 2015 and this role has continued every year since.</p>

<b>Division - Procurement</b>	
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  RECOMMENDATION (Council Resolution – 25/07/2106  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.  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><b>Focus</b>  Strategic Procurment Vision: Complete.  Understanding where CoS is and understanding where we need to go: Complete.</p> <p><b>Reach</b>  Strategic Procurement Transformation: in progress</p> <p><b>KPI's</b>  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><b>Systems &amp; Process</b>  Policies, Framework: Complete  Procurement RACI &gt;\$150k: Complete  Procedures &amp; Processes: WIP  'How to Purchase Matrix': Reviewed (to be rolled out)</p> <p><b>People</b>  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><b>Outcomes</b></p> <p>Setting, measuring &amp; monitoring Benefits – Value Add both tangible &amp; intangible. Current actual tangible value add of &gt;\$0.5m for FY17/18.</p> <p>Capability gap of current team identified.</p> <p>Transforming the way procurement is conducted at CoS.</p>

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	<p><b>Learnings</b></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 &amp; Procurement Services function (transactional) to Strategic Procurement.</p>
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<b>Division – Property &amp; Buildings, Fleet &amp; Workshop</b>	
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 &amp; Buildings Division is responsible for:</p> <ul style="list-style-type: none"> <li>▪ All Property Services functions including lease management, property acquisitions/disposals and specialist property advice (except the strategic development projects)</li> <li>▪ Asset ownership (including maintenance/renewal/priority access programs) of Council’s land and buildings – including : <ul style="list-style-type: none"> <li>○ Buildings (incorporating associated structures such as verandahs attached to the building), plant and equipment</li> <li>○ Monuments/statues and artworks</li> <li>○ Security (CCTV, electronic access systems)</li> <li>○ Office furniture and equipment including fitouts</li> <li>○ Shelters/Shade Structures (Except bus shelters and Playgrounds)</li> <li>○ Solar Panels</li> <li>○ Swimming Pools</li> </ul> </li> <li>▪ Budget management including preparation and submission of New Initiative Bids for asset maintenance/renewal/upgrades</li> <li>▪ Scoping of building projects</li> <li>▪ Stakeholder relationship management/liaison for Council owned land and buildings.</li> </ul>

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	<ul style="list-style-type: none"> <li>▪ Administration of Casual hire processes</li> <li>▪ Security Services</li> <li>▪ Building and property maintenance</li> </ul>
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 &amp; security)</p> <p>Once this has been completed implementation of recommendations outlined in the report will continue.</p>
Outcomes	In progress

<b>Division – Strategic Development Projects</b>	
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"> <li>• Identification and development of surplus Council land</li> <li>• Preparation of project feasibilities and business cases for identified potential future developments.</li> <li>• Investigating opportunities and coordinating key development projects to contribute to the renewal of the Salisbury City Centre.</li> </ul> <ul style="list-style-type: none"> <li>• Complete delivery of the Tranche 2 project Boardwalk at Greentree including the delivery of 122 residential allotments including 15% affordable housing.</li> <li>• Commence implementation on the year 1 priority actions identified within the Strategic Land Review Implementation Plan.</li> <li>• Complete residential project feasibilities identified by Council in respect to the residential Tranche 3 projects</li> <li>• Contribute to the delivery of all Year 1 actions as identified in the Salisbury Oval Masterplan.</li> <li>• Provide internal support and project coordination to facilitate the design development of the Salisbury Community Hub project.</li> </ul>
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"> <li>• Recommendation 15: Develop a new projects website, hosted and maintained internally to promote past projects, current projects, future projects and success stories.</li> <li>• 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.</li> <li>• 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.</li> <li>• Recommendation 28: A review of all Division staff contracts to align to the adopted work program should be undertaken and extensions considered as appropriate.</li> </ul>

	<ul style="list-style-type: none"> <li>• 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.</li> </ul> <p>3. The recommendations for administrative action itemised on page 6, 7 &amp; 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><b>Recommendation 29:</b> 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>



<b>Division – Technical Services (now Infrastructure Management)</b>	
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"> <li>• Complete and update asset management plans for the City's physical assets</li> <li>• Design for civil, building and landscape infrastructure</li> <li>• Traffic management planning and review</li> <li>• Deliver biodiversity programs</li> <li>• Deliver energy efficiency program</li> </ul>
Agreed Actions	<ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> </ol>
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>

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	<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	<p>Many of the measurable outcomes will be delivered later in 2018.</p>

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

	<ul style="list-style-type: none"> <li>• In terms of functional alignment it is noted that:             <ul style="list-style-type: none"> <li>○ 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 &amp; Customer Service</i>)</li> <li>○ 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>)</li> <li>○ transferring social planning functions to Community Development to consolidate social planning responsibilities in the organisation (<i>completed</i>)</li> <li>○ 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>)</li> <li>○ 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>)</li> <li>○ 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>)</li> <li>○ 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>).</li> <li>○ that the upcoming Digital Strategy gives consideration to the leadership and governance of ‘smart city’ initiatives within the organisation (<i>underway</i>)</li> <li>○ 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>)</li> </ul> </li> </ul>
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	<ul style="list-style-type: none"> <li>• 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.</li> </ul> <p>The following review outcomes are scheduled to occur by the end of 2018:</p> <ul style="list-style-type: none"> <li>• Develop a strategic indicators dashboard</li> </ul> <p>The following review outcomes have occurred but are ongoing:</p> <ul style="list-style-type: none"> <li>• Examine each of the critical actions in the City Plan to identify potential external funding sources</li> </ul>
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>

<b>Division – Economic Development</b>	
Summary of Services Provided by Division	<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"> <li>• Provide support and training to businesses: over 500pa</li> <li>• Provide mentoring services to business owners: over 40pa</li> <li>• 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</li> </ul> <p><b>Investment Attraction</b> 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><b>Digital Economy</b> 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><b>Policy &amp; Advice</b> Provide economic advice and input to Council and external bodies regarding economic issues and opportunities.</p> <p><b>Salisbury City Centre</b> 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><b>International Trade</b> Build capability in local firms to capture international opportunities and progress Council’s relationship with Linyi.</p>
Agreed Actions	Refer Urban Policy
Status of Review	<p>The following review outcomes have been implemented:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Reduce accommodation expenses by rationalising space in the current location.</li> </ul>

	<ul style="list-style-type: none"> <li>• Increase program focus on growth oriented firms</li> <li>• Expand the skill sets and expertise businesses through establishing a mentor/advisor panel.</li> <li>• Continue to position the City of Salisbury as a thought leader in economic development and urban policy through developing of practical research partnerships</li> <li>• Better target investment opportunities and companies</li> <li>• 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</li> <li>• Purchase licences for economic data and modelling software</li> </ul> <p>The following review outcomes are underway:</p> <ul style="list-style-type: none"> <li>• Review and alter the charges applied to room hire to make it as attractive as possible for third party providers to deliver from Polaris.</li> <li>• Replace existing Customer Relationship Management system (to be operational by commencement of new financial year)</li> <li>• Improve evaluation of business support programs (being undertaken externally as part of a broader local government approach)</li> <li>• During development of the Digital Strategy identify open data opportunities that may be useful in supporting economic growth</li> <li>• Extend the Makes Good Business Sense messaging to be more widely used across all Council communication platforms</li> <li>• Formalise a case management process for major projects, relocations and investment opportunities, to ensure coordination and consistent information provision and service levels across Council</li> </ul> <p>The following review outcomes are scheduled to occur by the end of 2018:</p> <ul style="list-style-type: none"> <li>• Refine the follow up of business clients, particularly newly established businesses and growth oriented firms (to be implemented following installation of new CRM)</li> <li>• Investigate the adoption of more flexible payment options for fee for service programs</li> <li>• Develop a more formalised approach to welcoming new businesses, including start-ups to the region</li> <li>• Evolve Council's existing programs for new businesses and business intenders</li> </ul> <p>The following review outcomes have occurred but are ongoing:</p> <ul style="list-style-type: none"> <li>• 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,</li> </ul>
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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"> <li>• 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</li> </ul>
Outcomes	<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>





# Fire Breaks Improvement – Case Study

## Background

The Native Landscape team are part of the Field Services Division. The Native Landscape team are responsible for maintaining reserves of the Para Escarpment, located in the Hills ward, which includes the functions of fire prevention and biodiversity enhancement. This activity involves a lot of work in difficult terrain and requires specialised knowledge of indigenous plants.

## Activity Overview

The Program Review activity of the Native Landscapes team identified a number of improvements. The improvements were captured in a tracker and the team prioritised which improvement opportunities to focus on. One of these improvements was to improve the way that the fire breaks were managed to reduce fuel loads, minimise the fire risk and provide an improved level of protection to adjacent properties. This is a very important aspect of what the team does to ensure we comply with our legal obligations but more importantly keep our residents and community safe.

## The Team

The Native Landscape team members involved in the improvement are listed below

**Sponsor & Process Owner:** Mark Purdie – Manager, Field Services

**Improvement Lead:** Paul Sharp – Leading Worker Native Landscapes

**Team Members:** Kym Skewes – Coordinator Open Space, Adam Weinert- Field staff

**Facilitator:** Warren Gearey – Continuous Improvement Specialist

## Existing Implementation

Prior to the improvement activity being performed contractors were engaged seasonally to clear fire breaks on reserves adjacent to property boundaries. The method for fuel reduction involved slashing a 5 metre fire break by use of hand held whipper snippers.

## Improvement Opportunity

The opportunity that the team identified was to utilise herbicide treatments to prevent the growth of weeds and pest plants around properties. If uncontrolled this weed and pest plants growth would require slashing and whipper snipping. This preventative measure reduces the fire fuel before it has the opportunity to establish and become a potential risk.

## Improvement Methods

The team realised that there were a number of other teams and areas in council who would need to be involved in this improvement activity. The team utilised the organisationally available continuous improvement tools and processes as follows





#### Definition Activity

- A brain storm was performed on what options could be considered and who needed to be contacted for support.
- The team created a plan using the Plan-Do-Study-Act template to manage the work that needed to be performed. The plan was useful to monitor progress made but also to understand what steps were coming up.

#### Analysis Activity

- The team held regular meetings to ensure the progress and actions in the plan were regularly reviewed and progressed.
- The team analysed the available data to understand the current costs to help project what the potential savings could be achieved.
- The team incorporated a spray hose improvement already implemented by the Native Landscape team in a separate body of work. The spray hose improvement summary is as follows
  - Implemented the fitting of a 300L spray tank, pump and retractable hose onto the spray vehicle.
  - Enables effective spraying and can be used for other weed control activities (Coolatai) in the reserves with challenging terrain.
- To be effective is important that the team embed the agreed improvement work into their everyday activities. This work continued even when the team was extremely busy during the severe weather events and team changes that were experienced in late 2016 and early 2017.

#### Solution Implemented

By using the plan the team were able to put all the steps in place to implement the desired improvement. A key component of this activity is a series of maps that are stored in the City of Salisbury geographic information system. These maps are used to manage the work performed by both contractors and council staff.

In summary the steps below were performed:

- Maps for the current fire break regime were printed and provided to the team. The maps needed to be marked up to reflect the expanded spraying/herbicide treatment areas.
- The team performed site visits and updated each map to reflect the new spray areas. The team did this while performing their operational responsibilities.
- The marked up maps were passed to the Strategic Asset Management team to have the maps updated in the City of Salisbury geographic information system.
- The method of spraying firebreaks was initially tested utilising contractors who were equipped to undertake the works. The cost and effectiveness of the treatment was measured.
- The updated maps will be stored in the City of Salisbury geographic information system to be subsequently used by the spraying staff ensuring the revised fire break areas are sprayed.

#### Benefits Realised

A number of benefits are associated with this improvement. A summary of these are listed as follows

- **Safety** - The additional spraying provides a more cost effective implementation of fire breaks for our residents and community. Additionally the growth of combustible material near property boundaries is prevented rather than needing to be removed once it becomes a risk.
- **Safety** – staff and contractors do not have to perform potentially risky activity to clear these areas – including reduced risk of injury working on slopes and intensive manual work utilising whipper snippers
- **Customer Satisfaction** - Improved resident and community perception and reduced customer enquiries due to less visible problem fuel loads.





- **Costs** - This has the potential to save \$40,000 per annum in contract labour reducing the overall costs by 50% when taking into account the cost of the herbicide and application.
- **Environment** – the number of pest plants is reduced in the areas that are sprayed. Improved reserve aesthetics / amenity.

### Summary

There are a number of observations that can be drawn from this activity that relate to the team experiences as well as improvements implemented. There are also links to other improvement activities

### Improvement Team Observations

- The team were best placed to identify opportunities for improvement and suggest realistic solutions.
- The work required the support of several teams across council and could not have been done without the support of the Strategic Asset Management team.
- All the team members played their part in the improvement activity from the Sponsor all the way through each of the team members.
- Having a plan helped the team manage their time even during extenuating circumstances.

### Improvement Activity Observations

- By implementing this improvement the fire risk around properties has been eliminated.
- The costs of implementing the improvement are much smaller than the potential cost savings. Over a 5 year period this improvement could potentially save in excess of \$200,000.
- The improvement is now embedded into a revised and updated work plan which in itself is the outcome of another improvement strategy to create programmes of operational activity. Spraying is scheduled with progress monitored and reviewed.

### Potential for Further Improvements

- By evaluating options for this improvement further suggestions on the type of chemical application have been raised. The initial concept that has been identified is the use of glyphosate
  - Further research has identified potential use of a residual herbicide (Trimac) that may reduce the frequency of spray treatments required, further improving the efficiency of this improvement initiative.
  - Further trials will be undertaken to refine the methodology.

### For Further Information

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