



## **AGENDA**

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

**10 MARCH 2020 AT CONCLUSION OF SPORT, RECREATION AND GRANTS  
COMMITTEE**

**IN WITTBER & DR RUBY DAVY ROOMS, SALISBURY COMMUNITY HUB,  
34 CHURCH STREET, SALISBURY**

#### **MEMBERS**

Cr K Grenfell (Chairman)  
Mayor G Aldridge (ex officio)  
Cr L Braun  
Cr C Buchanan (Deputy Chairman)  
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

#### **APOLOGIES**

#### **LEAVE OF ABSENCE**

#### **PRESENTATION OF MINUTES**

Presentation of the Minutes of the Innovation and Business Development Sub Committee Meeting held on 10 February 2020.

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**REPORTS**

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Sub Committee ..... 7

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**OTHER BUSINESS**

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**CONFIDENTIAL ITEMS**

**IBDSC6 Development Services Division 2020/21 Program Review Update for 2020/21 Budget Considerations**

**Recommendation**

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

1. *Pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*
  - *it relates to information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).*
2. *In weighing up the factors related to disclosure,*
  - *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*
  - *Report includes employee related information*

*On that basis the public's interest is best served by not disclosing the **Development Services Division 2020/21 Program Review Update for 2020/21 Budget Considerations** item and discussion at this point in time.*
3. *Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except staff of the City of Salisbury on duty in attendance, be excluded from attendance at the meeting for this Agenda Item.*

**CLOSE**





**MINUTES OF INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE  
MEETING HELD IN WITTBER & DR RUBY DAVY ROOMS, SALISBURY  
COMMUNITY HUB, 34 CHURCH STREET, SALISBURY ON**

**10 FEBRUARY 2020**

**MEMBERS PRESENT**

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

**STAFF**

Chief Executive Officer, Mr J Harry  
General Manager Business Excellence, Mr C Mansueto  
Risk and Governance Program Manager, Ms J Crook  
Governance Support Officer, Ms K Boyd

The meeting commenced at 6.52 pm.

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

**APOLOGIES**

An apology was received from Cr C Buchanan.

**LEAVE OF ABSENCE**

Nil

**PRESENTATION OF MINUTES**

Moved Cr L Braun  
Seconded Mayor G Aldridge

The Minutes of the Innovation and Business Development Sub  
Committee Meeting held on 13 January 2020, be taken and read as  
confirmed.

**CARRIED**

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**REPORTS**

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

Moved Cr J Woodman  
Seconded Cr P Jensen

1. The information be received.

**CARRIED**

**IBDSC2 Community Experience Charter Framework**

Moved Cr L Braun  
Seconded Cr J Woodman

1. That the information be received
2. That subject to any further feedback, the draft Community Experience Charter (as attached) be presented to Council for endorsement and commencement of community consultation.

**CARRIED**

**IBDSC3 Community Requests - Response Dashboard**

Moved Cr P Jensen  
Seconded Mayor G Aldridge

1. The information be received.

**CARRIED**  
UNANIMOUSLY

**IBDSC4 Inquiry into Local Government Costs and Efficiency - SA Productivity Commission - Final Report**

Moved Mayor G Aldridge  
Seconded Cr L Braun

1. That the information be received and noted.

**CARRIED**  
UNANIMOUSLY

**OTHER BUSINESS**

Nil

**CLOSE**

The meeting closed at 7.01 pm.

CHAIRMAN.....

DATE.....

<b>ITEM</b>	IBDSC1
	<b>INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE</b>
<b>DATE</b>	10 March 2020
<b>HEADING</b>	Future Reports for the Innovation and Business Development Sub Committee
<b>AUTHOR</b>	Michelle Woods, Projects Officer Governance, 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.

**RECOMMENDATION**

1. The information be received.

**ATTACHMENTS**

There are no attachments to this report.

**1. BACKGROUND**

- 1.1 A list of resolutions requiring a future report to Council is presented to each sub committee and standing committee for noting.
- 1.2 If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

**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 reports to be presented to the Innovation and Business Development Sub Committee as a result of a previous Council resolution:

<b>Meeting Item</b>	<b>- Heading and Resolution</b>	<b>Officer</b>
23/09/2019 IBDSC2	<b>Salisbury Water Business Unit - Expression of Interest</b> 2. Further update be provided following the finalisation of the Dry Creek proposal. <b>Due:</b> March 2020 <b>Deferred to:</b> May 2020 <b>Reason:</b> Rescheduled to April/May following advisory board discussions.	Bruce Naumann
28/10/2019 1.1.3	<b>Collaboration Agreement between Council and Community Centres</b> 3. That the Innovation and Business Development Sub Committee conduct a review of the Collaboration Agreement over the next 12 months and conduct a review of the management model for Community Hubs (Burton, Para Hills and Ingle Farm) by June 2020. <b>Due:</b> November 2020	Jo Cooper
28/10/2019 2.1.1	<b>Burton Community Hub Project Update</b> 2. That development of a management model be considered as part of a review of community hub models, including the Paddocks Hub by the Innovation and Business Development Sub Committee to be reported to the sub committee by April 2020. <b>Due:</b> April 2020	Adam Trottman
25/11/2019 3.6.2	<b>Summary Report for Attendance at Training and Development Activity - 2019 Local Government Professionals Australia National Congress and Business Expo, Darwin</b> 3. That staff prepare and bring back to the relevant Council Committees, a report/s that considers the prospective implementation of: f. consideration to the creation of a market to be held in the Salisbury City Centre once a month similar to the Mindil Beach Markets in Darwin; <b>Due:</b> March 2020 <b>Deferred to:</b> May 2020 <b>Reason:</b> This will be incorporated into the report on events.	Charles Mansueto



25/11/2019 6.0.2- IBDSC4	<b>Verge Maintenance Review</b> 3. A further report be provided at the completion of 2020 on the effectiveness of the trial. 4. Further work be undertaken over the next 12 months to identify sites for alternative verge treatments with consideration to aligning and funding through existing strategies and capital works programs, and a report be brought back recommending other sites and verge treatments.	Mark Purdie
<b>Due:</b>	December 2020	
25/11/2019 6.0.2- IBDSC4	<b>Verge Maintenance Review</b> 5. A further report be provided on implementing changes to the Verge Development Policy with advice on the potential to provide financial and other incentives to residents to maintain their own verges.	Mark Purdie
<b>Due:</b>	March 2020	
<b>Deferred to:</b>	April 2020	
<b>Reason:</b>	Staff are still collating some advice on this in order to finalise the report.	
25/11/2019 MON7.3	<b>Motion on Notice - Community Bus to Service Western Suburbs</b> 1. That staff bring back a report to the Innovation and Business Sub Committee on the viability and service options of a bus service to connect the western suburbs with the rest of Salisbury. (Parts 2-5 of resolution detail requirements of report)	Julie Douglas
<b>Due:</b>	March 2020	
<b>Deferred to:</b>	April 2020	
<b>Reason:</b>	Staff are completing research on this issue in order to finalise the report.	
28/01/2020 6.0.2- IBDSC2	<b>Salisbury Plays Events</b> 4. A review of all community events that are held and funded by the City of Salisbury be undertaken including consideration of a food event at Mawson Lakes as part of the Salisbury Food Month in July, in Financial Year 2021/22 and the outcome of the review be provided in a report to the Innovation and Business Development Sub Committee in May 2020.	Julie Kushnir
<b>Due:</b>	May 2020	

#### 4. CONCLUSION / PROPOSAL

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

#### CO-ORDINATION

Officer:	Executive Group	GMBE	A/GMCD	GMCI
Date:	02/03/2020	28/02/2020	28/02/2020	28/02/2020



<b>ITEM</b>	IBDSC2  <b>INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE</b>
<b>DATE</b>	10 March 2020
<b>HEADING</b>	Performance Excellence Program - future participation
<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>	In 2017 the City of Salisbury signed up to participate in the Performance Excellence program for three years. The City of Salisbury recently received the 2019 report, which marks the end of the three-year agreement. This report proposes options for consideration by the subcommittee.

#### **RECOMMENDATION**

1. That the information be received.
2. That the City of Salisbury participates in the 2020 Performance Excellence Program, noting this will require a 2020/21 budget bid for an estimated \$30,000.
3. That the subcommittee note the alignment of the benchmarking activity to relevant recommendations and advice included in the South Australian Productivity Commission Local Government Inquiry final report.

#### **ATTACHMENTS**

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

1. South Australian Productivity Commission Local Government Inquiry - final report extract
2. Performance Excellence Program 2019 Report Overview

#### **1. BACKGROUND**

- 1.1 The *Australasian LG Professionals Performance Excellence Program* is a national and New Zealand initiative involving over 160 local government organisations and is coordinated by PWC (PriceWaterhouseCoopers).
- 1.2 The Performance Excellence program, which is now in its seventh year, has become a widely recognized performance benchmarking program within local government, allowing contributing councils to comprehensively and comparatively self-assess their operations and management performance.
- 1.3 Twenty-three South Australian councils participated in the 2019 program.

- 1.4 The City of Salisbury was amongst the 17 inaugural South Australian councils that joined the program in 2017 for a three-year engagement
- 1.5 The Performance Excellence Program provides insights on the organisational performance across the major categories as follows
  - Workforce Management
  - Finance Management
  - Operations Management
  - Service Delivery Deep Dive (new for 2019)
  - Corporate Leadership
  - Risk Management (performed every three years)
  - Asset Management
  - Service Delivery
- 1.6 The City of Salisbury recently received the Performance Excellence Program 2019 report and this marks the end of the initial three-year engagement.
- 1.7 PWC, who coordinate the program on behalf of LG Professionals, have announced the program will continue for at least the next three years.
- 1.8 The City of Salisbury has a comprehensive performance report for each year of participation, as well as, access to three years' worth of metrics, charts and information trends via an online portal.
- 1.9 An overview of the Performance Excellence Program was provided to the Innovation & Business Development Subcommittee in August 2019. As a follow on action the City of Salisbury Performance Excellence Program report for 2018 was made available to Elected Members.
- 1.10 In each year of the program there are several months of gathering information from a range of corporate systems. This data is then reviewed by relevant specialists and the final data set signed off at the General Manager level.
- 1.11 Each year the City of Salisbury program report has been shared with the Executive group and divisional managers. In addition, an increasing number of internal key stakeholders have been provided access to an online portal containing a wealth of datasets.
- 1.12 Each year the City of Salisbury has become more efficient in gathering and reviewing the datasets which reflects an improving organizational understanding of benchmarking activities.
- 1.13 One of the most informative sections of the reports are the City of Salisbury specific insights that PWC develop by comparing our data sets with the data sets from the other 159 organisations in the program.
- 1.14 The participation of South Australian local government organizations in the Performance Excellence Program was noted in the South Australian Productivity Commission (SAPC) Local Government Inquiry final report. The report includes commentary that highlights the importance of performance reporting as a useful tool to identify continuous improvement opportunities.

**2. CITY PLAN CRITICAL ACTION**

2.1 Enabling Excellence Measure: Benchmarking our performance

**3. CONSULTATION / COMMUNICATION**

3.1 Internal

3.1.1 General Manager, Business Excellence and

3.1.2 Manager, Business Systems & Solutions.

3.2 External

3.2.1 Business Improvement Partner, City of Adelaide

**4. REPORT**

4.1 The City of Salisbury participation in the Performance Excellence Program has delivered the following:

4.1.1 A comprehensive City of Salisbury report containing a wealth of information and metrics has been delivered for each year of participation – the 2018 report was provided to the Innovation & Business Development Subcommittee in September 2019.

4.1.2 An overview of the 2019 Performance Excellence report, including the observations by PwC, is attached to this report.

4.1.3 The 2019 Performance Excellence Program report will be made available to the Elected Members.

4.1.4 Access to an online portal containing a large number of metrics and charts for all participating organisations is provided. The portal enables analysis and comparison of the City of Salisbury performance against all participating organisations.

4.1.5 The City of Salisbury capability to provide and review program input has matured over the period of participation and has consequently improved the accuracy of the resulting metrics and charts.

4.1.6 Organizational understanding of the value and challenges associated with extracting and analyzing the wealth of data available has matured as a result of program participation.

4.2 The South Australian Productivity Commission (SAPC) completed a Local Government Inquiry with the final report delivered to the State Premier in November 2019 and published on 5 February 2020. The final report contains content on the importance of implementing a South Australian local government benchmarking capability. The South Australian State Government has published its support, either fully or in principle, to all of the SAPC recommendations.

4.3 The City of Salisbury participation in the Performance Excellence Program provides a solid organizational foundation for any future statewide benchmarking activity. It may be possible for the City of Salisbury to have a role in shaping the statewide benchmarking capability should this activity be progressed.

- 4.4 Options that may be considered for participation in the existing Performance Excellence Program are as follows:
- 4.4.1 *Option 1:* no participation in the Performance Excellence Program.
  - 4.4.2 *Option 2:* is to sign up to the 2020 Performance Excellence program at an estimated cost of \$30,000 (exact pricing is expected to be published in the next few months).
- 4.5 The summary of each of the proposed options are as follows:
- Option 1*
- 4.5.1 Whilst the City of Salisbury retains the annual reports it will no longer have access to online portal, which contains detailed information from the last three years of the program.
  - 4.5.2 The City of Salisbury no longer has a benchmarking process to participate in. Should the City of Salisbury wish to continue in benchmarking it would either need to develop its own framework or seek to partner organisations or find another benchmarking program to participate in.
  - 4.5.3 Whilst the City of Salisbury has gained considerable experience in being part of a benchmarking program establishing a bespoke process would be a costly and time consuming exercise.
- Option 2*
- 4.5.4 It is recommended that the City of Salisbury take part in the 2020 Performance Excellence program and retain access to the online portal containing datasets from 2017, 2018, and 2019 programs for a further 12 months.
  - 4.5.5 A budget bid for an estimated \$30,000 will need to be incorporated in to the 2020-21 budget.
- 4.6 Council has the option to commit to a further three (3) years but given the outcomes of the Local Government Inquiry by SAPC to consider a benchmarking framework across councils it would be prudent to not commit to a longer term until further details are understood of any model that is implemented.
- 4.7 It is noted that the implication of not pursuing a longer term agreement is that a one-year engagement may see a higher cost for that year.

## 5. CONCLUSION / PROPOSAL

- 5.1 In 2017 the City of Salisbury joined the Performance Excellence Program for a three-year period.
- 5.2 The City of Salisbury's Performance Excellence Program report for 2019 was recently issued by PwC and this marks the end of the three-year program.
- 5.3 An overview of the 2019 Performance Excellence Program, including the observations by PwC, is attached to this report.
- 5.4 Organizational understanding of the value and challenges associated with extracting and analyzing the wealth of data available has matured as a result of taking part on the program over the last three years.

- 5.5 The City of Salisbury participation in the Performance Excellence Program provides a sound foundation for future involvement in statewide benchmarking activity.
- 5.6 Not continuing with the Performance Excellence Program will mean the City of Salisbury will lose access to the online portal, which contains detailed information from the last three years of the program.
- 5.7 The Innovation & Business Development Subcommittee note the recommended option of participating in the program in 2020, which would require a budget bid for an estimated \$30,000 be considered in the 2020/21 budget setting process.

**CO-ORDINATION**

Officer: Executive Group  
Date: 02/03/2020





## Recommendations to the South Australian Government and advice to Councils

The Commission has been asked to provide advice on possible options to guide and assist councils to improve efficiency and create capacity to pass on cost reductions to ratepayers, and to provide recommendations on actions by the South Australian Government to lower local government costs and enhance local government financial accountability. There is significant complementarity between the Commission's recommendations to the South Australian Government and its advice to councils. In this section the Commission presents both recommendations and advice, grouped under the four themes of: information for improved decision making; managing cost pressures; efficiency and continuous improvement; and governance, accountability and transparency. Some recommendations and advice relate to more than one theme but have been placed where they are most relevant.

### Information for improved decision making

#### Recommendations to the South Australian Government

##### Recommendation 1

To support council efficiency improvement, financial accountability and engagement with communities and the state government, the Commission recommends that the South Australian Government establish a broad information framework, with a range of indicators published online, to enable high level comparisons of councils, including with themselves over time, for the purposes of providing:

- a) councils with information to support decision making and continuous improvement;
- b) communities and ratepayers with consistent information about their council performance and productivity, including comparisons with appropriate councils; and
- c) state and Australian governments with information to allow better informed engagement with local government and decisions which affect local government.

##### Recommendation 2

To optimise the value to councils, ratepayers and the government of the information framework, the Commission recommends that the South Australian Government codesign the framework with the Local Government Association of South Australia (LGASA) for endorsement by the Minister for Local Government, taking account of the principles of:

- a) drawing from existing datasets and reports in the first instance;
- b) minimising additional reporting burden on councils and possibly replacing some existing reporting requirements;
- c) achieving high data integrity through common definitions and concepts; and
- d) enabling comparisons across councils.

##### Recommendation 3

To optimise the value of the framework to councils, ratepayers and government, the Commission recommends the South Australian Government codesign with the LGASA a suite of indicators for all councils that provides comparative information on costs, output levels for key

services and measures of efficiency, effectiveness and financial performance as well as characteristics of councils which affect and explain council differences on these measures.

#### **Recommendation 4**

To optimise confidence in the ongoing quality, integrity and management of the information framework the Commission recommends that the South Australian Government locates the ongoing management of the information framework and website in an appropriately independent body.

#### **Advice to councils**

##### **Advice 1**

To guide and assist improvements in efficiency and create capacity to pass on cost reductions to rate payers, the Commission proposes that the LGASA, on behalf of and in conjunction with the local government sector,

- a) work with the South Australian Government to establish a sector wide comparative performance indicator framework that enables comparisons between councils and over time to assist decision making by council leaders and to inform communities; and
- b) compile and provide to the Minister for Local Government an annual 'State of the Sector' report on sector-wide performance.

#### **Managing cost pressures**

##### **Mandatory Services**

#### **Recommendations to the South Australian Government**

##### **Recommendation 5**

To lower local government costs and enhance local government financial accountability, the Commission recommends that the South Australian Government clarify and improve aspects of the relationship between the South Australian Government and local government by:

##### In the short term

- a) identifying and addressing inefficiency and red tape from the South Australian Government mandated services on councils;
- b) adopting a strong review process which provides an assessment of the impacts on local government to inform state government decisions that could have an adverse effect on local government;
- c) clarifying relevant aspects of s6, s7 and s8 of the Local Government Act 1999 to make clearer the range of options available to councils in the performance of legislated functions.

##### In the medium term

- d) clarifying local government responsibilities, including establishing measurable minimum service standards, for mandated services provided by councils;

##### In the long term

- e) clarifying the respective responsibilities of the South Australian and local governments to remove unnecessary overlaps or duplication and reduce uncertainty between governments.

## Employee costs

### Recommendations to the South Australian Government

#### Recommendation 6

To reduce transactions costs to local government, the Commission recommends that the South Australian Government facilitate more flexible and efficient enterprise bargaining arrangements by making appropriate legislative amendments to allow a group or association of councils to negotiate enterprise bargaining agreements under the Fair Work Act 1994

### Advice to councils

#### Advice 2

To help contain local government costs the Commission proposes that councils lift industrial relations management capacity by:

- a) advising government of their willingness to make use of the recommended legislative changes to enable councils to form groups, for the purposes of enterprise bargaining arrangements and other industrial relations matters; and
- b) as a sector, through the LGASA, establishing a community of practice to share methods, tools and approaches to enhance councils' capacity to engage in enterprise bargaining more effectively.

## Procurement

### Recommendations to the South Australian Government

#### Recommendation 7

To assist in improving the value to councils from procurement through lower costs, higher capability and efficient procurement process, the Commission recommends the South Australian Government make provision, in implementing its response to the Commission's Government Procurement Inquiry Stage 1, for councils to access:

- a) state government training opportunities for procurement; and
- b) state government contracts and pricing.

### Advice to councils

#### Advice 3

To further lower council costs through improved procurement policies, practices and capabilities the Commission proposes that the LGASA promote the adoption of contemporary procurement policies and practices by developing a model procurement policy, while continuing to update procurement document templates and guidance as well as facilitate additional training opportunities.

**Advice 4**

To help reduce the costs of materials the Commission proposes that councils place a greater focus on collaboration in procurement, including through:

- a) aggregated procurement through the LGASA, regional groupings, bilateral agreements or other appropriate vehicles;
- b) greater use of pre-qualification processes, including council acceptance of pre-qualifications of other councils; and
- c) greater shared use by councils of panel contracts.

**Resource sharing****Advice to councils****Advice 5**

To capitalise on the potential from the use of resource sharing to deliver efficiency gains the Commission proposes that councils:

- a) seek advice from the LGASA on the range of options for resource sharing (e.g. sharing of service specifications, joint tendering, shared plant, shared staff) and the most appropriate governance arrangements for them (e.g. informal agreements, written agreements or contracts, memoranda of understanding, regional subsidiary under section 43 of the Local Government Act 1999 or a Joint Planning Board under section 35 of the Planning, Development and Infrastructure Act 2016);
- b) develop skills in specific systems that support and facilitate resource sharing (including IT, costing, reporting and problem solving); and
- c) explore opportunities for further resource sharing including a hub and spoke model on a regional basis.

**Efficiency and continuous improvement****Recommendations to the South Australian Government****Recommendation 8**

To foster an environment of continuous improvement in councils, the Commission recommends the South Australian Government establishes a 'Premier's Award' for excellence in continuous improvement and innovation in council administration.

**Advice to councils****Advice 6**

To lift the capacity of councils to identify and address opportunities to reduce their costs and improve their operations, the Commission proposes that the LGASA facilitate in depth benchmarking between councils through:

- a) establishing a community of practice to share among other elements:
  - i. methods, tools and approaches;
  - ii. a panel of competent providers; and
  - iii. lessons learned and examples of success.

- b) assisting in “matchmaking” South Australian councils that seek deeper benchmarking opportunities with other councils, including interstate comparisons;
- c) collectively with councils, undertaking a regular sector-wide analysis of efficiency indicators;
- d) encouraging, in any systems upgrades, a focus on improving collection and retrieval of information for planning, monitoring and managing performance.

## Governance, accountability and transparency

### Recommendations to the South Australian Government

#### Recommendation 9

To improve the capacity of local government to lower costs and increase financial accountability, the Commission recommends that the South Australian Government increase the quality and transparency of council planning and reporting by:

- a) amending the Local Government Act 1999 to provide that councils’ annual reports include the results of performance comparisons and reporting against service standards;
- b) varying the applicable regulations in the Local Government (Financial Management) Regulations 2011 to specify a standardised set of model long-term financial plans and infrastructure and asset management plans and council annual reports to support councils to fulfil their statutory reporting obligations under Chapter 8 of the Local Government Act 1999

#### Advice to councils

##### Advice 7

To support the application of the recommended sector wide information infrastructure, in decision making by councils the LGASA develop ‘model’ document templates for annual reports, long-term financial plans and infrastructure and asset management plans to guide councils that incorporates the new indicators.

##### Advice 8

To enhance the transparency and accountability of their operations the Commission proposes that councils incorporate service standards in decision making and performance comparisons by:

- a) developing, documenting and reporting publicly against service standards for all services they provide;
- b) incorporating in their published long-term asset and financial plans and draft annual budgets whether changes to the scope or level of services are planned and their implications for council expenditure;
- c) the LGASA supporting council documentation of service standards by:
  - i. developing a model service standard template, incorporating elements of best-practice, to assist councils with documenting service standards; and
  - ii. establishing a library of council service standards and community of practice.

**Advice 9**

To improve decision making the Commission proposes that councils develop and implement a scheduled program of reviews of existing services and undertake a service analysis when considering new, or material changes to, council services. Both service reviews and service analyses would include consideration of:

- a) whether the same or a similar service is provided by other bodies, including business;
- b) whether the council should be the service provider or facilitate the provision of the service by another body;
- c) evidence of the demand for the service and means of reducing that demand; and
- d) whether the service should be provided in-house, by partnering with another body, or be outsourced.

**Advice 10**

To support the development of high quality data and sound decision making, the Commission proposes that councils expand the functions of council audit committees to include an examination of:

- a) the processes to provide for data integrity; and
- b) the method of application of service reviews and analysis.

City of Salisbury – FY19 Performance Excellence Program



# City Of Salisbury

## Performance Excellence Program

### 2019 Report Overview

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Author  
Review  
Date

Warren Gearey, Continuous Improvement Specialist  
David Bevan, Manager Business Systems and Solutions  
5 March 2020



## City of Salisbury – FY19 Performance Excellence Program

### Introduction

This is the City of Salisbury's third year of involvement in the LG Professionals Performance Excellence Program. Having three years' worth of data enables trend analysis to be performed by comparing 2017, 2018 and 2019 performance metrics.

This report also compares the City of Salisbury 2019 performance against other large South Australian metropolitan councils which is not included in the final report.

There were 23 South Australian councils who participated in the 2019 program – see appendix 1 for the complete list of South Australian councils involved.

### Deliverables

Upon completion of the 2019 Performance Excellence Program the City of Salisbury was presented with the following deliverables

1. *The Australasian LG Performance Excellence Program FY19 – City of Salisbury* (final report)
2. Access to the Comparative Analysis Tool (CAT) online portal.
  - o Providing access metrics, visualisations, metric filtering and chart production
3. The contact details of all participating councils.

### Performance Excellence Program Purpose

The Performance Excellence Program provides the ability to measure our organisational performance to inform continuous improvement activity, as well as, other organisational and strategic activities. A further aim of the program is to encourage collaboration between local government organisations to share best practice and identify opportunities for shared improvement.

*The Australasian LG Performance Excellence Program FY19 – City of Salisbury* report covers a cross section of the organisation with the major categories covered listed below

- Workforce
- Finance
- Operations
- Service Delivery
- Corporate Leadership
- Asset Management

Refer to *Appendix 2 – Performance Excellence Program Methodology* for an outline on the methodology that was applied to generate the report and populate the online portal.





City of Salisbury – FY19 Performance Excellence Program

**Report Highlights**

The details and highlights included below have been extracted directly from the 2019 final report with additional context information included.

**South Australian 2019 – Local Government Highlights**

The last column of the following table has been extracted directly from *The Australasian LG Performance Excellence Program FY19 – City of Salisbury* report. The other columns have been populated from either information extracted from the final report or the Comparative Analysis Tool (CAT).

Section	Trend	SA Large Metro Councils 2019	City of Salisbury			PwC South Australian Highlights
			2019	2018	2017	
Workforce costs	↑	FTE / 1,000 • 3.9	FTE / 1,000 • 2.8	FTE / 1,000 • 2.7	FTE / 1,000 • 2.9	<p><i>“Across our participating SA councils, we see a slight increase in the median FTE per 1,000 residents, at 5.5, up from 5.3 in FY18. Employee costs per 1,000 residents have also increased, with a median of \$464k, and represent 35% of total operating expenses (up from 34% in FY18).</i></p> <p><i>There is minimal outsourcing spend on all service areas, comprising just 19% of total operating costs, but this is slightly up from 18% in the prior year.”</i></p>
	↑	Cost /1,000 • \$346K	Cost /1,000 • \$249K	Cost /1,000 • \$242K	Cost / 1,000 • \$249K	



City of Salisbury – FY19 Performance Excellence Program

Section	Trend	SA Large Metro Councils 2019	City of Salisbury			PwC South Australian Highlights
			2019	2018	2017	
Gender diversity	-	Women workforce • 44%	Women workforce • 48%	Women workforce • 48%	Women workforce • 48%	<p>"We observe an improvement in female representation at the CEO and Director levels across SA councils in FY19. Women comprise 21% of SA CEO positions (up from 13% in FY18), and this is on par with NZ councils, and just below 25% in NSW.</p> <p>We now see women representing more than a third of SA Director roles (36%, up from 32% in FY18), compared to 23% in WA and 28% in NSW."</p>
Generational shift	↓	Baby Boomers • 33%	Baby Boomers • 37%	Baby Boomers • 40%	Baby Boomers • 42%	<p>"SA councils are experiencing a shift in their generational workforce profile; two years ago in FY17 baby boomers comprised 39% of the overall workforce, with this falling to 36% in FY18 and now, in FY19, it is 33%. This has been offset by an increase in the combined Gen Y and Gen Z cohort (30%, up from 27% in FY18), with Gen X remaining constant over the years, at 37%.</p> <p>It is important that SA councils continue planning for a seamless transfer of deep industry knowledge to the next generation of leaders."</p>
	↑	Gen Y • 27%	Gen Y • 27%	Gen Y • 24%	Gen Y • 22%	



City of Salisbury – FY19 Performance Excellence Program

Section	Trend	SA Large Metro Councils 2019	City of Salisbury			PwC South Australian Highlights
			2019	2018	2017	
Role of finance	N/A	CFO part of senior leadership • 100%	CFO part of senior leadership • Yes	CFO part of senior leadership • Yes	CFO part of senior leadership • Yes	<p>"We note that 65% of SA councils have CFOs who are part of the senior leadership team, and 25% of the finance FTE effort is devoted to value-adding business insight activities, higher than the other Australian jurisdictions of NSW (21%) and WA (19%). SA councils employ more highly educated finance staff than other Australian jurisdictions, with 32% having attained a postgraduate qualification, perhaps going some way to explain the high median cost of finance as a percentage of revenue (3.1%), compared to 2.4% in NSW and 2.1% in WA councils."</p>
	-	Value add FTE • 29%	Value add FTE • 21%	Value add FTE • 21%	Value add FTE • 21%	



City of Salisbury – FY19 Performance Excellence Program

Section	Trend	SA Large Metro Councils 2019	City of Salisbury			PwC South Australian Highlights
			2019	2018	2017	
IT priorities over the next three years	N/A	Not applicable	IT Priorities 1. Improving technology for staff working and collaborating remotely 2. Improving technology for staff working and collaborating in the office 3. Automating operational processes for service delivery	IT Priorities 1. Automating operational processes for service delivery 2. Improving technology for staff working and collaborating in the office 3. Data analytics and business intelligence	IT Priorities 1. Automating operational processes for service delivery 2. Improving technology for staff working and collaborating in the office 3. Data analytics and business intelligence	"We observe a focus by SA councils on improving technology for staff working and collaborating in the office, with 52% ranking it in their top 3 IT priorities. This is followed by 43% of SA councils focusing on automating operational processes for service delivery, and 39% on improving technology for staff working remotely."
Council meetings	↓	Meeting duration • 184 Minutes	Meeting duration • 203 minutes	Meeting duration • 302 minutes	Meeting duration • 189 Minutes	"The median meeting duration for SA councils increased to 175 minutes, up from 143 minutes in FY18. This increase in median length occurred without a proportional increase in resolutions passed, with a median of 24 resolutions, compared to 23 in FY18. As such, SA councils take the most time to pass a resolution, at 7.3 minutes per resolution (up from ~6 minutes in FY18), compared to 4.9 minutes in NSW and 6.6 minutes in WA.  SA councils have 50% of their council meetings sitting in the 'complex issues' and 'long orders of business' quadrants."
Council meetings	↓	Council Resolutions • 32 Resolutions	Council Resolutions • 27 Resolutions	Council Resolutions • 50 Resolutions	Council Resolutions • 56 Resolutions	



City of Salisbury – FY19 Performance Excellence Program

Section	Service	Trend	SA Large Metro Councils 2019	City of Salisbury			PwC South Australian Observation
				2019	2018	2017	
Service delivery	Parks & gardens cost / resident	↑	\$84	\$84	\$82	\$75	<p><i>"Looking at services that most SA councils have in common, and which are outside the essential high cost delivery of waste and roads, we observe the following costs per resident: \$101 in parks and gardens, \$45 in sporting grounds, \$44 in libraries and \$33 in swimming pools.</i></p> <p><i>We note that SA councils are far more likely to outsource solid waste management, with 72% of the total spend in this area relating to outsourced contracts, compared to just 46% in NSW and 51% in WA."</i></p>
	Swimming pools cost / resident	-	\$37	<\$1	<\$1	<\$1	
	Libraries cost / resident	↑	\$43	\$34	\$33	\$34	



City of Salisbury – FY19 Performance Excellence Program  
 City of Salisbury 2019 – Metrics

The following table is based on information contained in the final report with additional information extracted from the online portal. The following items have been selected to provide a high level overview of the types of metrics available across the categories.

Category	Metric	Trend	SA Metro Councils 2019	City of Salisbury		
				2019	2018	2017
Workforce	FTE / 1000 residents	↑	3.8 FTE	2.8 FTE	2.7 FTE	2.9 FTE
	Overtime \$ per FTE	↓	\$628	\$460	\$869	Data was unavailable for 2017 program
	Rookie rate (percentage of new employees in past 2 years)	↑	19%	17%	16%	15%
	Staff turnover rate	↓	9.0%	10%	12.4%	12%
	Staff turnover rate in first year of employment	↓	5%	10%	15%	25%
	Female managers and above	↑	41%	32%	30%	38%
	Long service leave accrued (%) – 12 weeks or more	↑	12%	22%	15%	Data was unavailable for 2017 program
	Sick leave days taken (median)	↓	6.9	6.8	7.0	Data was unavailable for 2017 program
	Actual training spend per FTE (A\$)	↓	\$658	\$684	\$718	\$408
	Lost time injury days per 100 employees	↓	66	21	114	31
	Headcount – Female %	↓	44%	46%	48%	48%
	Headcount – gender staff level mix @ supervisor level	↑	Female 30%	Female 41%	Female 36%	Female 8%
		↓	Male 70%	Male 59%	Male 64%	Male 92%
	Headcount – potential retirements by June 2029 @ supervisor level	↓	13%	24%	42%	65%



City of Salisbury – FY19 Performance Excellence Program

Category	Metric	Trend	SA Metro Councils 2019	City of Salisbury		
				2019	2018	2017
Finance	Finance functional effort – transactional tasks	-	62%	76%	76%	76%
	Finance functional effort – business insights	-	29%	21%	21%	21%
	Finance functional effort – compliance and control	-	10%	3%	3%	3%
	Total elapsed (business) days for the budgeting process	↑	154 days	155 days	154 days	153 days
	Capital expenditure per resident (A\$)	↑	\$410	\$320	\$250	\$160
Operations	Customer service FTE per 10,000 residents	↑	1 FTE	0.8 FTE	0.7 FTE	1 FTE
	IT spend per employee	↑	\$9,968	\$9,430	\$8,994	\$7,931
Risk	Percentage of independent or external members of the Audit and Risk Committee	N/A	Not in scope for 2019 (Note #1)	Not in scope for 2019 (Note #1)	60%	60%
	Days of internal audit effort per \$10 million in council revenue	N/A	Not in scope for 2019 (Note #1)	Not in scope for 2019 (Note #1)	9.4 days	7.7 days
Corporate Leadership	Median council meeting duration (minutes)	↓	184 minutes	203 minutes	302 minutes	189 minutes
	Council meetings – median resolutions passed	↓	32 resolutions	27 resolutions	50 resolutions	56 resolutions
	Community engagement strategy exists (Yes %)	N/A	50% Have a strategy	No strategy	No strategy	No strategy
Asset	Does your council have an asset management maturity rating model that it applies to assets? (Yes %)	N/A	75% apply ratings	Ratings applied	Ratings applied	Ratings applied

Note #1 – the Risk category is performed every third year.



City of Salisbury – FY19 Performance Excellence Program

Category	Metric	Trend	SA Metro Councils 2019	City of Salisbury			
				2019	2018	2017	
Service Delivery	Operating costs per 10,000 resident	Governance & Admin	↑	\$3,367,558	\$3,269,079	\$3,136,653	\$3,381,847
		Parks & Gardens	↑	\$835,303	\$837,528	\$824,146	\$749,553
		Public libraries	↑	\$429,939	\$335,932	\$326,231	\$341,598
		Roads & Bridges	↑	\$2,376,023	\$323,654	\$322,743	\$348,820
		Solid waste managem't	↓	\$1,323,730	\$839,604	\$892,664	\$943,617
		Sporting grounds & venues	↑	\$395,309	\$332,676	\$324,579	\$290,678
	FTE per 10,000 residents	Cultural & Community	↓	1.9 FTE	0.7 FTE	1 FTE	2.4 FTE
		Governance & Admin	↓	13.1 FTE	8.5 FTE	8.9 FTE	7.5 FTE
		Parks & Gardens	↓	4.7 FTE	3.9 FTE	6.9 FTE	7.5 FTE
		Public libraries	↓	3.5 FTE	2 FTE	2.6 FTE	2.7 FTE
		Town planning	↓	3.3 FTE	1.1 FTE	2 FTE	2.5 FTE
	Gender split by service area – Parks & gardens		↑	Female 15%	Female 16%	Female 6%	Female 6%
			↓	Male 85%	Male 84%	Male 94%	Male 94%
	Gender split by service area – Cultural & Community service centres		↑	Female 64%	Female 83%	Female 71%	Female 83%
			↓	Male 36%	Male 17%	Male 29%	Male 17%





## City of Salisbury – FY19 Performance Excellence Program

### Links to City Plan 2030 – Enabling Excellence



The contents of this report can be used to better inform the progress towards the Enabling Excellence aspects of the City Plan 2030. The applicable Enabling Excellence aspects are as follows.

#### Objectives

- Develop strong capability and commitment to continually improve Council's performance
- Have robust processes that support consistent service delivery and informed decision making
- Embed long term thinking, planning and innovation across the organisation

#### Organisation Activity

- Apply learning and innovation to transform the way Council operates
- Develop a shared focus on accountability and performance
- Provide a safe working environment
- Continually improve business practices to remove barriers and ensure appropriate levels of service that respond to emerging needs and opportunities
- Use technology to support transformation within Council and proactively address community needs
- Ensure Council decision making is well informed, transparent, inclusive, and complies with legislative and policy requirements
- Ensure Council's processes enable people to work across boundaries and with the community
- Collect and analyse information and data that enables Council to anticipate and respond to emerging needs and opportunities



**City of Salisbury – FY19 Performance Excellence Program  
Appendix 1 – South Australian Councils**

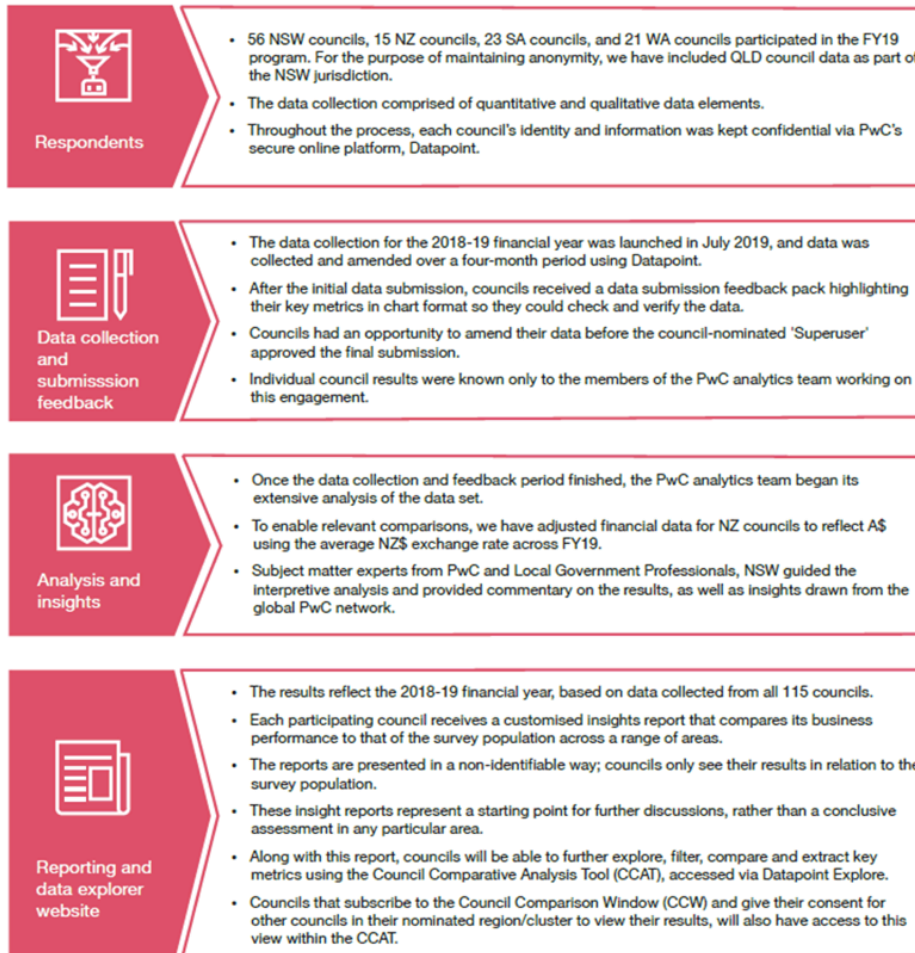
Inaugural SA Councils	SA Councils Joining in 2018
Adelaide Hills Council	City of Holdfast Bay
Alexandrina Council	City of Playford
City of Adelaide	City of Tea Tree Gully
City of Charles Sturt	District Council of Peterborough
City of Onkaparinga	District Council of Yankalilla
City of Port Adelaide Enfield	Rural City of Murray Bridge
City of Prospect	Town of Gawler
City of Salisbury	
City of Victor Harbor	SA Councils Joining in 2019
Copper Coast Council	City of Part Lincoln
District Council of Mount Remarkable	District Council of Streaky Bay
Flinders Ranges Council	District Council of Yankalilla
Mount Barker District Council	
Naracoorte Lucindale Council	
Port Pirie Regional Council	
Wakefield Regional Council	
Yorke Peninsula Council	



City of Salisbury – FY19 Performance Excellence Program  
Appendix 2 – Performance Excellence Program Methodology

Methodology

How the report was produced:





<b>ITEM</b>	IBDSC3		
	<b>INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE</b>		
<b>DATE</b>	10 March 2020		
<b>PREV REFS</b>	Innovation and Business Development Sub Committee	6.0.2 - IBDSC2	25-11-2019
<b>HEADING</b>	Civil Works and Services Circular Economy Opportunities Presentation		
<b>AUTHOR</b>	Dameon Roy, Manager Infrastructure Management, City Infrastructure		
<b>CITY PLAN LINKS</b>	1.3 Have a thriving business sector that supports community wellbeing, is globally oriented and creates job opportunities.		
<b>SUMMARY</b>	This report discusses the use of Recycled materials in the Capital Works Program and gives an overview of the future opportunities and challenges associated with setting targets and policy around the implementation of Circular Economy principles, particularly in the Civil Capital Works area.		

## RECOMMENDATION

1. Council develops Circular Economy – Recycled Material usage targets for the Capital Works Program, as part of the development of the Sustainability Strategy..
2. Council continue to support research in the use of recycled materials from NAWMA and other sources in Council’s Capital Works Program.
3. Council continue to work closely with NAWMA and other organisations to identify and analyse opportunities to increase the use of recycled materials in products and during construction in the Capital Works program.
4. When Council reviews its Procurement Policies and tender assessment selection criteria for Capital Works projects it give due consideration- to the circular economy, particularly with respect to local recycled product.

## ATTACHMENTS

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

1. South Australian Local Government Recycling Protocol – Draft 4 December 2019

### 1. BACKGROUND

#### 1.1 Overall Capital Spend Analysis

A desktop study has been undertaken with respect to the analysis of what recycled materials, or circular economy applications are used in \$ spend terms as part of the Capital works program. An overview is outlined below:

2020/21 Financial Yr	CAPITAL			Variance to 19/20 Yr 2	% Recycled Current	% Future Recycled Material Used	\$,000's		\$,000's Improvement	%
	Exp	Funding	Net				Current	Future		
<b>Program Works Paren/Bid Synopsis</b>										
<b>Bid Project Asset Category: Drainage &amp; Waterways</b>										
Subtotal - New	3,798	0	3,798	56	53	56	1,386	1,558	172	5%
<b>Renewal</b>										
Subtotal - Renewal	1,084	0	1,084	123	50	50	386	386	\$ -	0%
<b>TOTAL - Drainage &amp; Waterways</b>	<b>4,883</b>	<b>0</b>	<b>4,883</b>	<b>180</b>	<b>51</b>	<b>53</b>	<b>1,772</b>	<b>1,945</b>	<b>\$ 172.10</b>	<b>4%</b>
<b>Bid Project Asset Category: Property &amp; Buildings</b>										
Subtotal - New	3,551	0	3,551	570	33	43	1,159	1,180	\$ 21.00	1%
Subtotal - Renewal	1,846	0	1,846	136	0	30	0	411	\$ 410.70	22%
<b>TOTAL - Property &amp; Buildings</b>	<b>5,397</b>	<b>0</b>	<b>5,397</b>	<b>706</b>	<b>0</b>	<b>15</b>	<b>1,159</b>	<b>1,591</b>	<b>\$ 431.70</b>	<b>8%</b>
<b>Bid Project Asset Category: Parks &amp; Streetscapes</b>										
Subtotal - New	3,053	0	3,053	434	34	79	521	1,096	\$ 574.86	19%
Subtotal - Renewal	1,633	0	1,633	174	44	47	522	593	\$ 70.47	4%
<b>TOTAL - Parks &amp; Streetscapes</b>	<b>4,686</b>	<b>0</b>	<b>4,686</b>	<b>608</b>	<b>39</b>	<b>63</b>	<b>1,043</b>	<b>1,689</b>	<b>\$ 645.33</b>	<b>14%</b>
<b>Bid Project Asset Category: Transportation</b>										
Subtotal - New	7,091	1,583	5,508	1,009	39	43	2,702	3,066	\$ 363.87	5%
Subtotal - Renewal	10,628	0	10,628	407	47	63	6,686	7,031	\$ 345.71	3%
<b>TOTAL - Transportation</b>	<b>17,719</b>	<b>1,583</b>	<b>16,136</b>	<b>1,416</b>	<b>43</b>	<b>53</b>	<b>9,387</b>	<b>10,097</b>	<b>\$ 709.58</b>	<b>4%</b>
Total New	33,096	3,633	29,464		40	55	\$ 13,148.84	\$ 18,340.81	\$ 5,191.97	16%
Total Renewal	15,616	0	15,616		35	48	\$ 5,481.94	\$ 7,425.83	\$ 1,943.89	12%
	<b>48,712</b>	<b>3,633</b>	<b>45,080</b>		<b>38%</b>	<b>53%</b>	<b>\$ 18,630.78</b>	<b>\$ 25,766.64</b>	<b>\$ 7,135.86</b>	<b>15%</b>

1.2 It shows that Council uses 38% Recycled material currently. This is primarily as a result of the following:

1.3 *Drainage and Waterways:* Council currently, reuses material excavated from various projects throughout the City where feasible to minimise the costs of importing fill material. Often projects are constructed in conjunction with each other to ensure this occurs. An example of this is the use of appropriate siltation material as capping maintenance for Council's land fill sites. Similarly, Council, through the Natural Creek design, where possible trying to reuse logs and in situ rocks, in the waterways and seconds quarry rock material.

1.4 *Property and Buildings:* Council has moved away from brick only facilities with a focus on Steel Frame Construction, such as Underdown Park and Ingle Farm Club facilities, which to date, has been where available, recycled steel, through local steel product suppliers.

1.5 *Parks and Streetscapes:* Council has invested in recycled materials in park furniture and bollards, Australian Steel in Play structures, similarly Aluminium components in the structures, manufactured in Australia. Mulches and soft-fall are also a recycled product.

1.6 *Transportation:* Council is undertaking major recycling in the Road Reseal Reconstruction program with some road rehabilitation being constructed from 100% recycled material, with other road reconstruction including toner cartridges, plastics & crumbed rubber, etc. Similarly, Council is using recycled material for decking in the Bridge & Boardwalk renewal programs.

## 2. CONSULTATION / COMMUNICATION

### 2.1 Internal

#### 2.1.1 Capital Delivery Team

### 2.2 External

#### 2.2.1 Asphalt Industry Partners

#### 2.2.2 NAWMA

#### 2.2.3 PAE staff

### 3. REPORT

- 3.1 **Port Adelaide Enfield (PAE) Plastiphalt Trial:** Council staff were asked to specifically comment on PAE's trial which is outlined as follows:
- 3.1.1 Council, through its' close relationships with the Asphalt Industry Partners, was aware of the Plastiphalt trail.
  - 3.1.2 The PAE trial included recycled plastics, from interstate, used as a binder in the production of asphalt in a street trial. City of Salisbury held off, until NAWMA was able to supply the product rather than use it from interstate.
  - 3.1.3 City of Salisbury's first trial was completed in December 2019.
  - 3.1.4 It is also noted that other industry players are conducting similar trials across the sector, although some rather than binder are putting plastic directly into the asphalt at the point of installation, rather as part of the mix.
  - 3.1.5 Council staff are evaluating the trials in the industry over the next two years to understand the performance and long term benefits to Council.
  - 3.1.6 One of the key areas that there is a gap at this point in time, is whether the asphalt with the replacement recycled plastic binder can be reused in future years, when the road reaches an age of renewal.
  - 3.1.7 Salisbury for example, uses microseals at the 7 to 10 year mark to preserve the pavement surfaces and it is unclear as to whether the product is compatible with these treatments. As a result we will need to assess whether this new approach is of greater net benefit to Salisbury than current practice, or if an alternative approach is available. Similarly, if the road is surface area-plained, can that material be reused similarly to existing Recycled Asphalt Product, directly back into the asphalt process.
  - 3.1.8 **Overall Capital Spend Opportunities in the Circular Economy:**
  - 3.1.9 *Research:* Council is currently assisting with funding the University of South Australia to better understand the use of crumbed rubber in Concrete. It is expected that this research will yield an ideal percentage of rubber that can be used in Kerb & Channel and water table works which will become a standard for concrete construction in the future. It is expected that this will be finalised in the next twelve months.
  - 3.1.10 Council is also leading the industry in many trials on different types of road construction, up to 100% Reclaimed Asphalt Pavement (RAP), through to full pavement preservation and micro-surfacing techniques, such as Cool Seal.
  - 3.1.11 It is expected that this will yield an increase of 3-5% spend in the use of recycled material across the Capital Works program in the medium term.
  - 3.1.12 *Procurement:* Similarly, there is a significant opportunity to encourage the development of the Circular economy in the North through a modification to our Procurement Procedures with respect to the selection of products. This would be based around the inclusion of

tender assessment criteria that recognises the value of the use of recycled materials and further including recycled materials manufactured in Northern Adelaide. However this objective needs to be balanced with other Council procurement objectives such as value for money and Northern area benefit and could be reviewed at the next review of the Procurement Policy

- 3.1.13 *Budgeting:* To date Council has aimed to improve the use of recycled material, without increasing the overall cost of an element. Where this is sometimes difficult to assess is where the value of the product, for example the use of recycled glass, actually costs Council an additional cost per tonne, to clean and process and then use in road construction, however there is a reduction in the disposal cost through the removal of the waste levee to the product that Council receives as a benefit through its shareholding in NAWMA. This means that the overall cost to Council, covering the full life cycle of the materials, may need to be considered during procurement, as well as the environmental benefit, rather than just the purchase cost for a specific project.

### **3.2 Challenges and Specifications:**

- 3.2.1 The area of recycling, particularly of glass and plastics, in asphalts and concrete, whilst not new, (with standards in place in the Eastern States for the last 10 years), has some ongoing concerns, particularly around the unintended consequences of using plastics in roads, which are yet to be seen potentially in the environment, such as the unintended creation of micro plastics, which could cause environmental harm in the long term. Council is part of a team with NAWMA developing a specification for the use of recycled materials in road construction. The Draft South Australian Recycling Protocol which outlines the potential risks to Council/the Environment, and the adoption of standards in procurement processes, which Council and NAWMA is using to develop our own standards.
- 3.2.2 Similarly, in a number of areas there is key long term research to be undertaken to determine the suitability of various products, particularly to ensure the long term environmental and financial sustainability, which means Council takes a cautious approach to the application of some products, particularly where Council via NAWMA does not control the quality of the product.

## **4. CONCLUSION / PROPOSAL**

- 4.1 Council is currently updating its Sustainability Strategy. This report has identified opportunities and challenges to improve the use of recycled material in the Capital Works Program. However, as outlined above there are significant challenges in developing these strategies and often there is significant time between conducting a trial, such as the PAE/Fulton Hogan trial and the conclusions and approval of the use of the recycled product. It is expected that the Sustainability Strategy will be able to determine and verify the opportunities and targets to develop the Circular Economy Principles moving forward.



- 4.2 It is a key principle risk management strategy that recycled material trials have the rigor around the results to ensure financial and environmental sustainability in the future. Council staff are currently working closely with the University SA, Mawson Lakes, NAWMA and leading industry businesses, to ensure the move towards a circular economy progresses in a sustainable manner, and assist Council and the industry with good decision making. Council will be continuing to use the University to assist in the development of better use of Recycled material in our Capital Works Program.

**CO-ORDINATION**

Officer: Executive Group  
Date: 02/03/2020



## **South Australian Local Government Recycling Protocol – Draft 4 December 2019**

There are many products that are touted to be suitable to be incorporated into asphalt, and among them are crumb rubber, glass and plastics. There are potentially good circular economy outcomes associated with using these products in roads. However, an informed purchaser needs to ensure that the use of these products doesn't compromise the long term performance and recyclability of asphalt, or cause environmental harm. This Protocol outlines the minimum requirement for an authority in South Australia to allow a recycled product to be incorporated into asphalt.

### End of life considerations

The number one principle for inclusion of a recycled product is that the 100% recyclability of asphalt must not be prevented. Confirmation must be sought from the supplier that the addition of recycled products will not compromise the ability for the asphalt to be recycled into new asphalt mixes at end-of-life, and as a minimum ensure no issues:

- With asphalt removal from site such as profiling, dust generation etc,
- With heating RAP at elevated temperatures potentially generating fumes etc at the plant (as aggregates maybe heated higher than normal to ensure heat transfer to cold RAP),
- Engineering properties of RAP can be effectively utilised in new mix.

### Informed whole-of-life decision making

The second guiding principle is the need to predict the performance of asphalt against conventional asphalt. The following suite of performance tests should be undertaken to enable this comparison:

- Flexural fatigue (and flexural modulus in same test) to Austroads T274 for long term cracking performance prediction,
- Wheel tracking to Austroads T231 for short term rutting performance prediction,
- Stripping potential of asphalt (tensile strength ratio) to Austroads T232

For situations where the fatigue factor (fatigue of recycled inclusion asphalt divided by fatigue of conventional asphalt) is less than one, its approval for use must be signed off (approved) by authority appropriate Manager/CEO. This is crucial to ensure the asset owner is making an informed decision based on whole of life considerations.

### Specification for recycled material

A product to be incorporated into asphalt must also have a specification prepared for the incoming material. As an example, refer to RMS QA specification 3154 for granulated glass.

In addition for plastics:

- plastic blended into the bitumen is assumed to be minimise the risk of micro plastic particles,
- plastic added directly into plant must be demonstrated that the issue of micro plastic particles does not occur in the asphalt.

The product specification needs to ensure:

- The material does not present an environmental risk (see below)
- Meet above technical requirements.
- Be ensured to be a consistent product using appropriate quality control testing.
- Be sorted and cleaned as determined to be appropriate for asphalt.
- Be documented by the authority in the database of all locations where recycled products are added.

#### Environmental risk

Under clause 4 of the Environment Protection Act, manufacturers of waste-derived materials must demonstrate that their product is “ready and intended for imminent use without the need for further treatment to prevent any environmental harm that might result from such use”. Manufacturers/ proponents can do this by providing the South Australian EPA with the following information on the re-use proposal:

- source of the material (origin (state) of the waste material and where is product processed),
- how it is intended to be used (eg how much, where in the road profile/ corridor),
- any known or potential environmental risks (including any research undertaken on contamination within product, leaching potential etc) and how they will be managed,
- end of life considerations – can the product be reused effectively/ recycled/how will it be disposed?

Sufficient information should be provided to enable the EPA to determine that the material does not present an environmental risk and does not need to be regulated.

#### Occupational Health and Safety

The asphalt manufacturer must ensure all health and safety requirement and legal obligations are met for both workers in construction and public in the full life cycle of the road. A safety data sheet is expected for each asphalt mix with (all) the waste materials added.

#### Framework for determining the suitability of recycled materials

A framework document must be prepared for each project using waste materials in asphalt. It is recommended that Austroads AGPT Part 4E be used as a guide to preparation of a suitable framework and include a full risk assessment of all actual and perceived issues.

#### *References*

1. AAPA Sustainability Strategy 2018-2020 <https://www.aapa.asn.au/wp-content/uploads/2019/11/AAPA-Sustainability-Strategy-2018-2020-v4-public.pdf>
2. Austroads Guide to Guide to Pavement Technology Part 4E “Recycled Materials” <https://austroads.com.au/publications/pavement/agpt04e>

<b>ITEM</b>	IBDSC4  <b>INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE</b>
<b>DATE</b>	10 March 2020
<b>HEADING</b>	Community Requests - Response Dashboard
<b>AUTHOR</b>	Charles Mansueto, General Manager Business Excellence, Business Excellence
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	As per Council resolution a monthly report on the Community Requests - Response Dashboard is provided for information.

**RECOMMENDATION**

1. The information be received.

**ATTACHMENTS**

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

1. Community Service Requests - Response Dashboard 29 February 2020

**1. BACKGROUND**

- 1.1** At the council meeting held on 26/08/2019 item IBDSC-OB2 was considered and the following resolved:

*‘That, in order to regularly monitor customer service performance, an update report on the “customer review dashboard” be a standing item on the agenda for the innovation and business development subcommittee, and be provided at each meeting.’*

*Resolution No 0250/2019*

- 1.2** Further, at the November 2019 meeting, the committee also requested that the information be provided by department.

**2. CONSULTATION / COMMUNICATION****2.1 Internal**

- 2.1.1** General Manager Business Excellence

**2.2 External**

- 2.2.1** Nil

**3. ORGANISATION**

- 3.1** The Community Request - Response Dashboard for the period 1 July 2019 to 29 February 2020 is attached for reference.

- 3.2 Only service requests received through the Community Experience Centre are included in this report.
- 3.3 A total of 11,883 (75.9%) requests were closed within 10 days.
- 3.4 Since 1 July the administration has achieved a 95.0% closed/response outcome within the 10 day target from a total of 15,656 requests received.
- 3.5 Year to date, of the requests that had not been closed within the 10 days, 79.2% had been responded to within the 10 day period.
- 3.6 In the 10 days prior and up to 29 February 2020, of the requests that had not been closed within the 10 days, 93.0% had been responded to within the 10 day period.

## 2. DEPARTMENT

Department	Requests Received	% Responded < 10 Days	% Closed < 10 Days	% Not Met 10 Day Response	% Closed/ Responded
Business Excellence	1,016	0.0%	99.5%	0.5%	99.5%
City Development	4,200	6.1%	82.2%	11.7%	88.3%
Community Development	162	0.0%	96.9%	3.1%	96.9%
City Infrastructure	10,180	26.9%	70.4%	2.8%	97.3%
Epathway	30	0.0%	100.0%	0.0%	100.0%
Information Requests	68	-	-	-	-
<b>Total</b>	<b>15,656</b>	<b>19.1%</b>	<b>75.9%</b>	<b>5.0%</b>	<b>95.0%</b>

- 2.1 The requests captured as Epathway are request previously received online before Council commenced CityWatch (new E-Services application). There will be no further Epathway requests but have been included to reconcile to the total requests received.
- 2.2 Information requests are for when a community member contacts Council to provide some information but it doesn't generate any action.

## 4. CONCLUSION / PROPOSAL

- 4.1 The monthly report on the Community Requests - Response Dashboard be received.

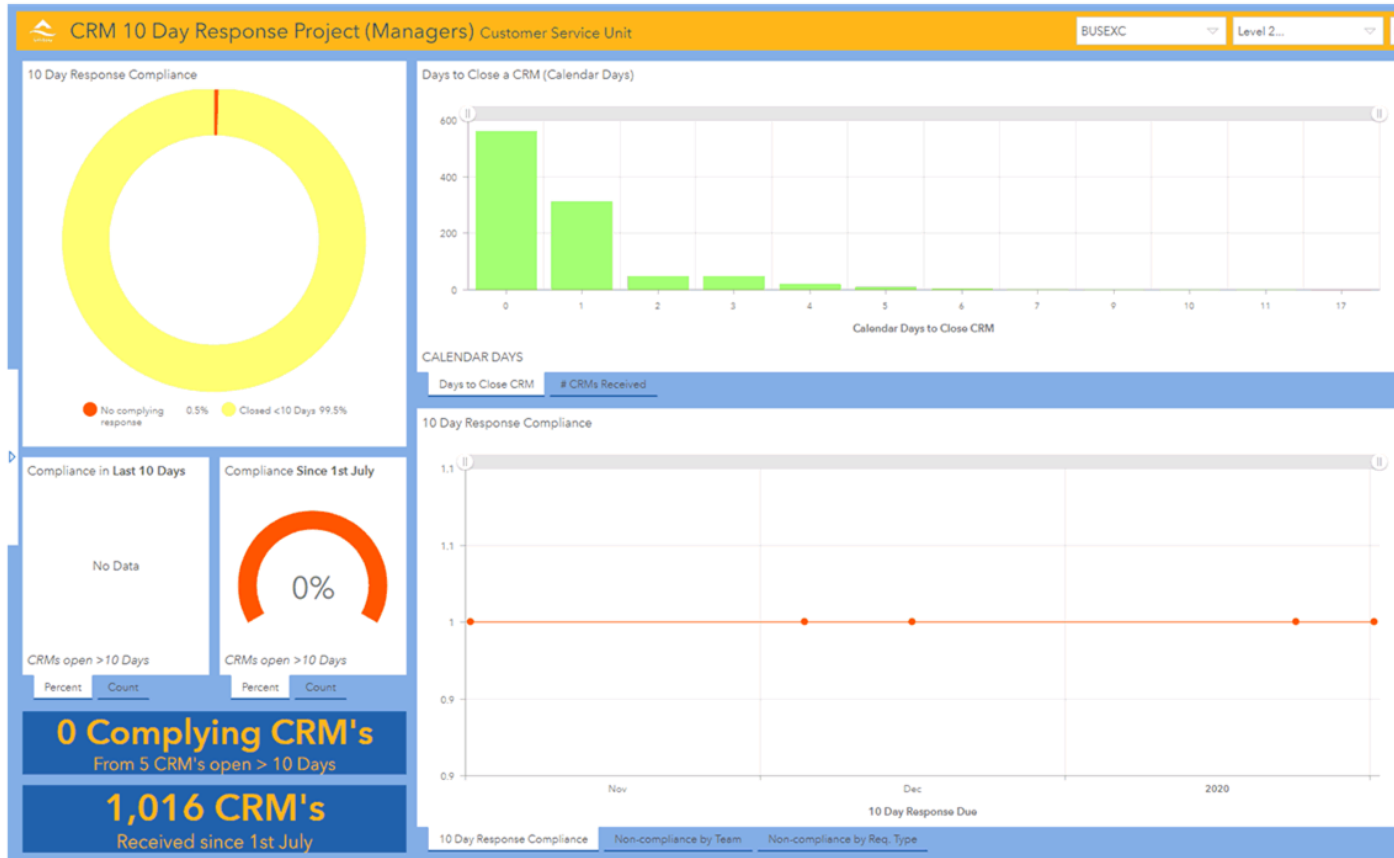
## CO-ORDINATION

Officer: Executive Group  
Date: 02/03/2020

# 10 Day Service Standard – 1 July 2019 to 29 February 2020



# Business Excellence – 1 July 2019 to 29 February 2020

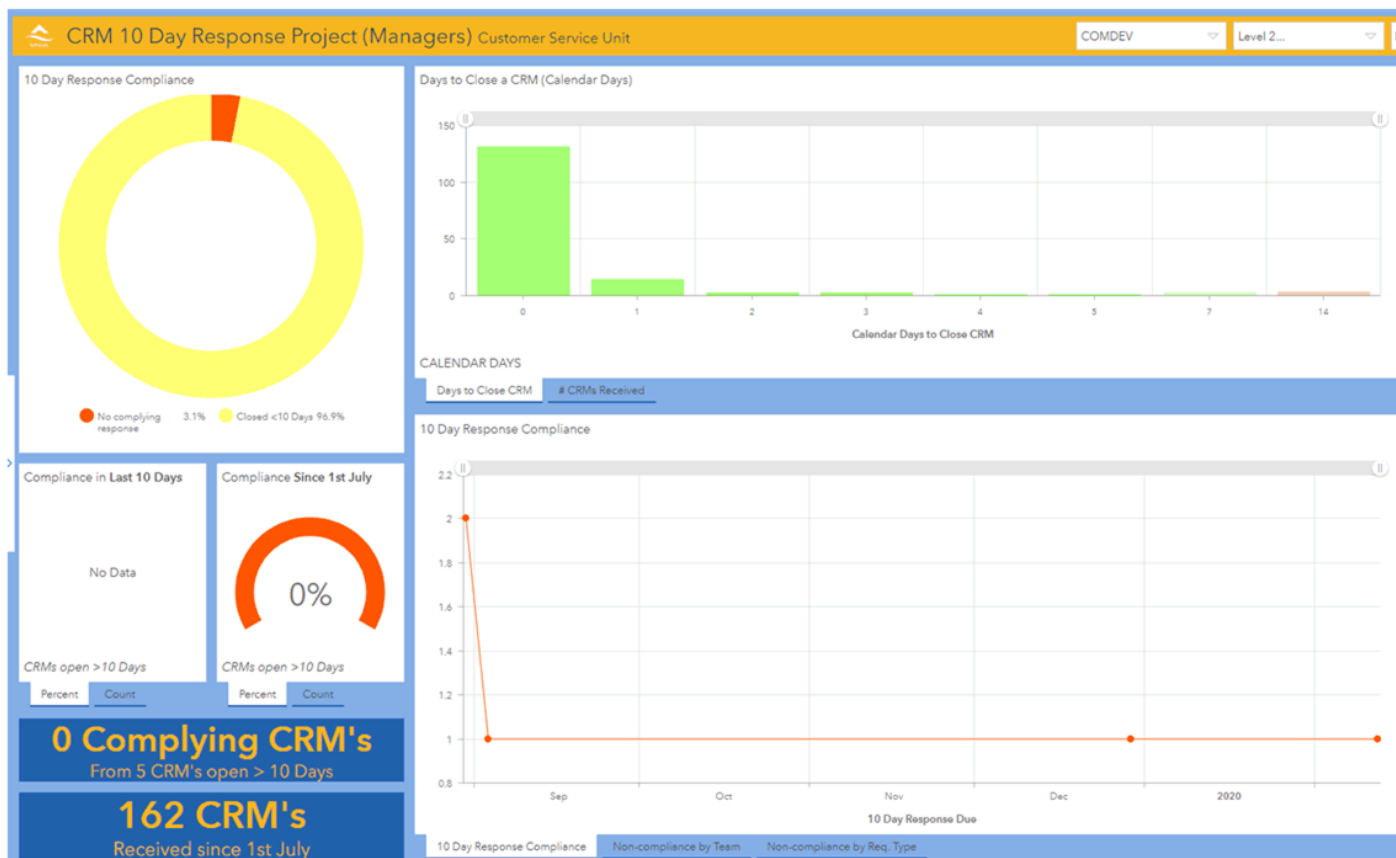




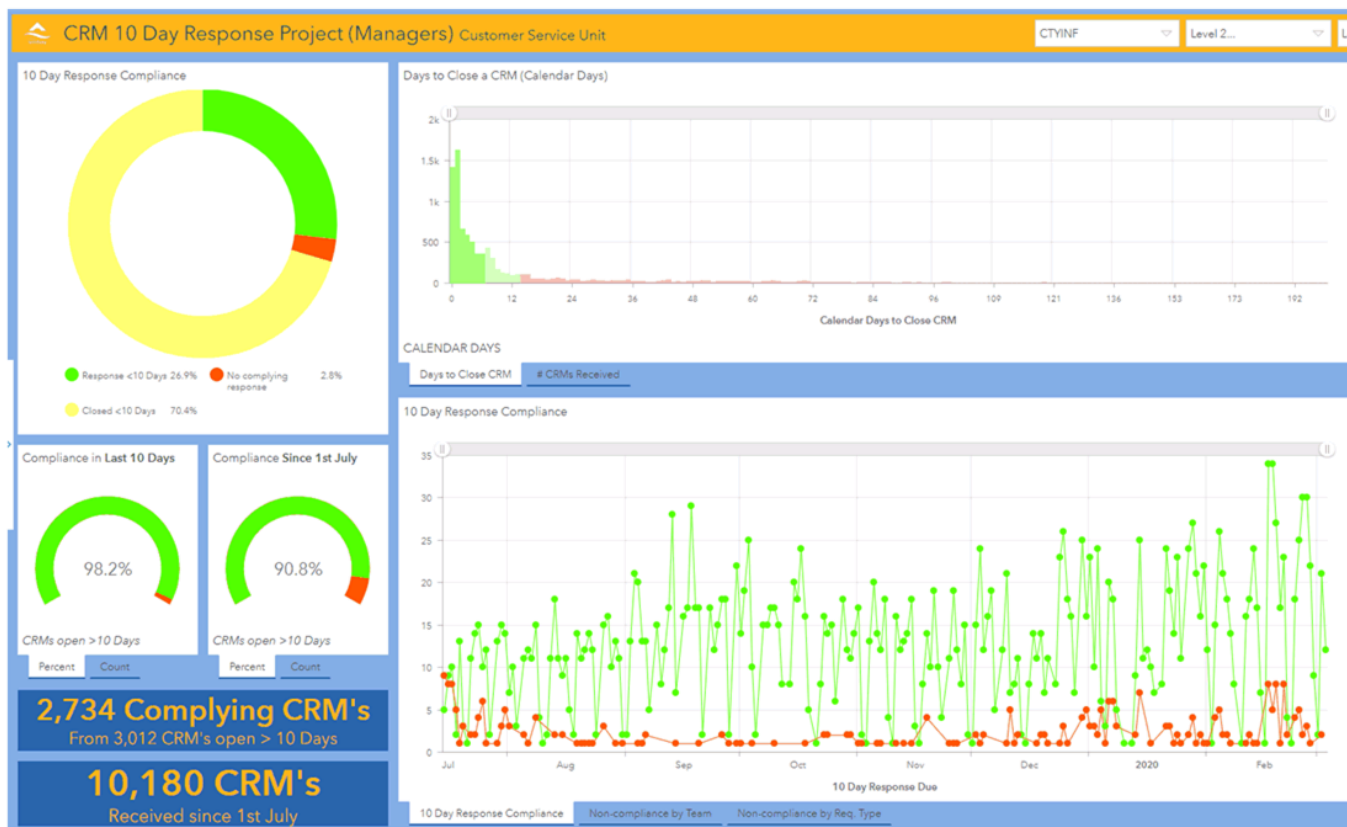
# City Development – 1 July 2019 to 29 February 2020



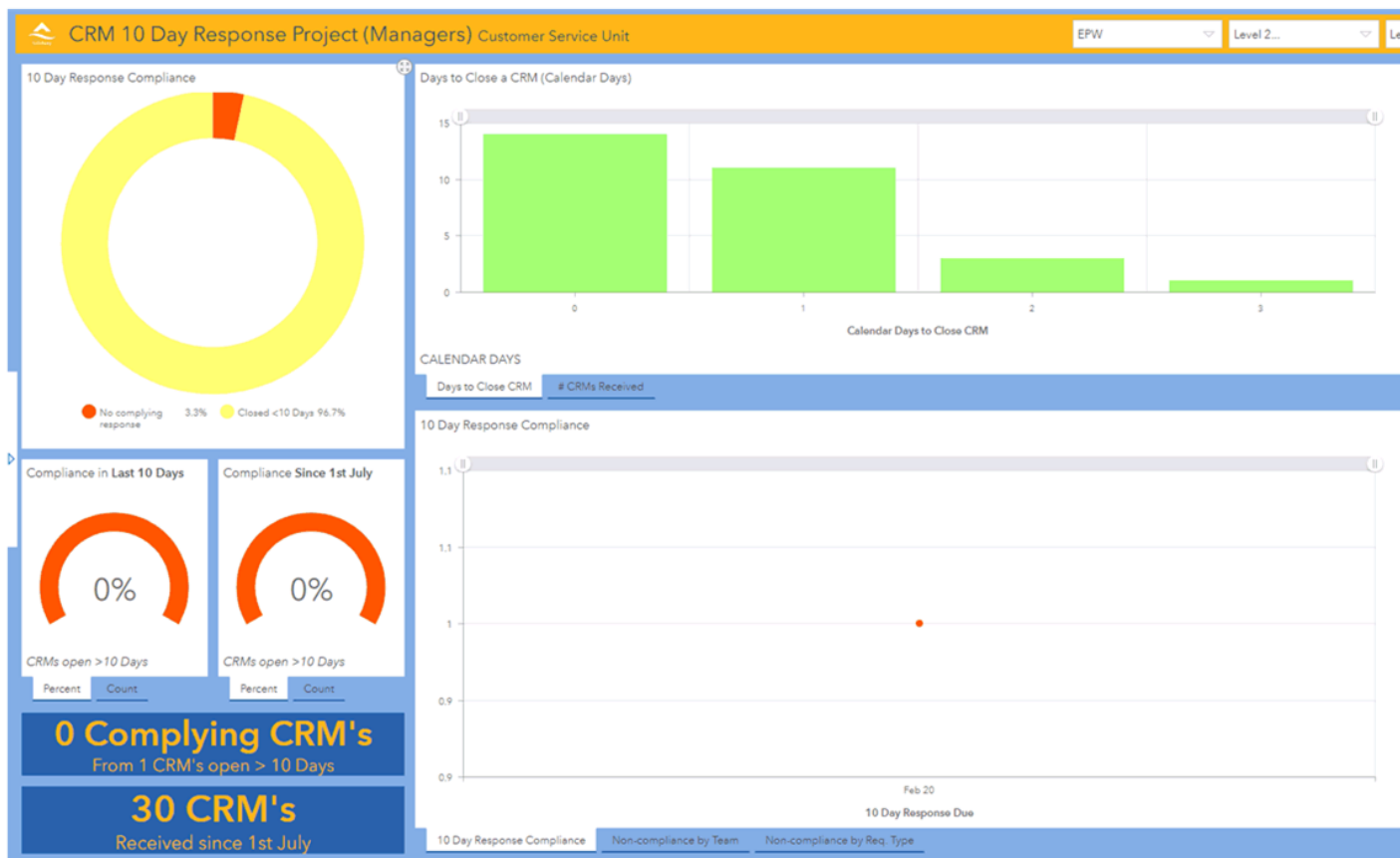
## Community Development – 1 July 2019 to 29 February 2020



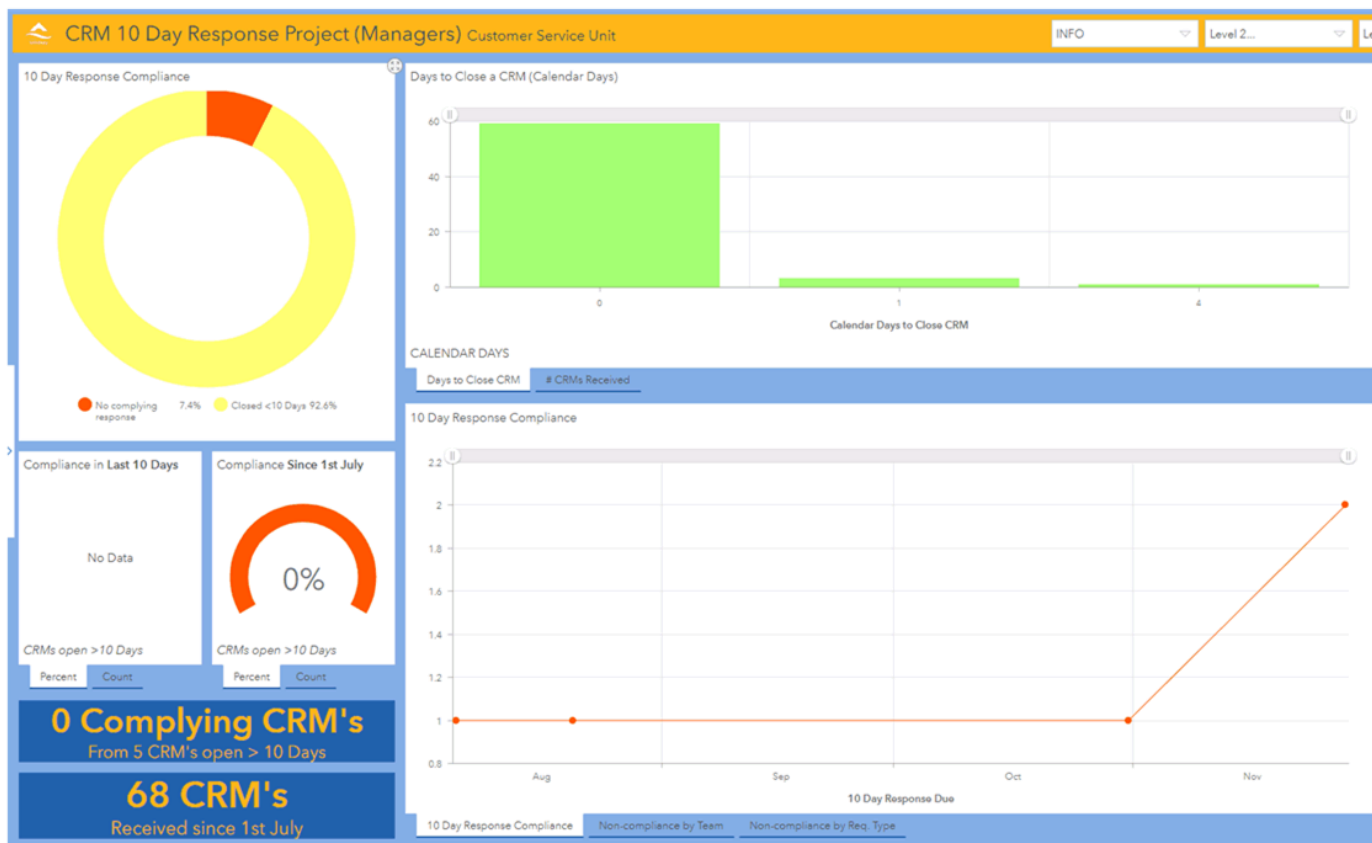
# City Infrastructure – 1 July 2019 to 29 February 2020



# Epathway – 1 July 2019 to 29 February 2020



## Information Only – 1 July 2019 to 29 February 2020





<b>ITEM</b>	IBDSC5
	<b>INNOVATION AND BUSINESS DEVELOPMENT SUB COMMITTEE</b>
<b>DATE</b>	10 March 2020
<b>HEADING</b>	Verge Cutting Heights
<b>AUTHOR</b>	Mark Purdie, Manager Field Services, City Infrastructure
<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.
<b>SUMMARY</b>	This report provides further information on the verge maintenance review and discusses the option of lowering verge cutting heights to 30-40mm.

## **RECOMMENDATION**

1. The information be received
2. The verge cutting height remain at 50mm for the 2020 verge cutting season trials with cutting heights evaluated as part of the end of trial review in November 2020.

## **ATTACHMENTS**

There are no attachments to this report.

### **1. BACKGROUND**

- 1.1 A review into verge maintenance service levels was reported (item IBDSC4) at the November 2019 Council Meeting. At this meeting, it was resolved that “further advice be provided discussing issues and costings of reducing verge cutting heights to 30-40mm”.

### **2. CONSULTATION / COMMUNICATION**

- 2.1 Internal
  - 2.1.1 City Infrastructure Manager and Team Leaders
- 2.2 External
  - 2.2.1 Adelaide Property & Gardens (APG)
  - 2.2.2 Green Life Group (GLG)

### 3. REPORT

- 3.1 Historically, the cutting of verges that are not maintained by residents has been undertaken at a height of 65-80mm. The main reasons for this cutting height included:
- 3.1.1 Reduced risk of damage to mower blades and mowing equipment – reducing downtime and cost impacts
  - 3.1.2 Reduced risk of blades hitting unseen objects and causing projectiles that could damage nearby property, vehicles or pedestrians – risk of injury and claims
  - 3.1.3 Promotion of grasses rather than broadleaf weeds
  - 3.1.4 Reduced risk of scalping uneven verge areas
- 3.2 During the 2019 cutting season, cutting heights were reduced and set at 65mm. A cutting height of 50mm is proposed for the endorsed trial variations for the 2020 verge maintenance program.
- 3.3 Table 1 below compares cutting heights with other Council’s verge cutting operations.

Table 1 – Comparison of Verge Cutting Heights

Item	CoS	Playford	Charles Sturt	PAE	TTG
Cutting Height	65-80mm 2019 50mm for 2020	60mm	40mm	50mm	60mm

#### **Considerations – Lowering the cutting height to 30-40mm**

##### Cutting Cycles

- 3.4 Lowering the cutting height would significantly slow down cutting operations, particularly during active growth periods. Mowers would be required to travel slower and potentially double cut areas to provide an acceptable finish at this height. There would also be more cut material to remove from footpaths and driveways, which would slow down blowing and clean-up operations.
- 3.5 In order to maintain existing timeframes, additional resources (mowers and operators) would be required to maintain set cycle timeframes. This would increase the cost of the service. Initial estimates are in the order of \$350k per annum.
- 3.6 Rather than engage additional resources to meet current timeframes, an alternative option is to extend cutting cycle timeframes and perform less cycles. However this is likely to exacerbate the impacts as extending cutting cycle timeframes will lead to increased growth between cuts and therefore increase the difficulty in cutting at a lower height. Extending verge cutting cycles also adversely impacts on other verge services undertaken, such as branch removal, litter and tree debris removal and footpath weed treatments.



- 3.7 Maintaining a lower cutting height is usually associated with more frequent (shorter duration) cutting cycles. Examples – golf course greens and bowling greens are cut very short and usually cut daily. Shorter cycle timeframes will generally require more cycles (cuts) and therefore increase the cost of the operation. Moving from 7 to 9 cutting cycles for example, would assist with maintaining a lower cutting height however would increase the cost of the service in the order of \$500k.

#### Verge Appearance

- 3.8 Whilst a lower cutting height may be intended to improve the appearance of verges, it will result in significantly more clippings/waste required to be cleaned from footpaths and swept from the kerb. The operation will produce more mess. This will also result in more clippings left on the verge after operations and decrease the visual appearance of the finish, particularly during high growth periods. The impacts of this could be reduced through more frequent cutting (shorter cycle durations).
- 3.9 Verges that require this Council service are not maintained by residents are therefore not perfectly even. The nature of verge cutting requires traversing driveway and kerb verge interfaces with large cutting machines that have floating decks. Experience from the first cutting cycle of 2020 is showing that cutting at 50mm is substantially increasing scalping. Lower further to 30-40mm will cause further scalping of uneven areas, resulting in a poor finish, damage to equipment, and lower verge amenity. This could be overcome by using hand mower machinery with small, fixed cutting decks; however, this would substantially increase the cost of the service.

#### Summary

- 3.10 A summary of the impacts and considerations of lowering verge cutting height to 30-40mm are provided below:
- 3.10.1 Increased damage to blades and mowing machinery – increasing machinery downtime and costs of operation
  - 3.10.2 Increased potential for blades hitting unseen objects and causing projectiles that could damage nearby property, vehicles or pedestrians – increasing the risk of injury and claims
  - 3.10.3 Increased debris and mess from operations, with more cut material left on the verge resulting in a poor finish
  - 3.10.4 Increased scalping of uneven verge areas, leaving bare areas and a poor finish
  - 3.10.5 Increased resources required to meet current cycle timeframes or additional cutting cycles required – substantially increasing the cost of the service by up to \$500k

**4. CONCLUSION / PROPOSAL**

- 4.1 Verge cutting heights have been altered through the recent 2019 review and have been reduced from 65-80mm, to 65mm in 2019, and down to 50mm in the 2020 verge trials.
- 4.2 Reducing verge cutting heights below 50mm has further disadvantages and risks and would have additional costs to either maintain current cycle timeframes or add additional cutting cycles.
- 4.3 It is recommended to leave verge cutting heights at the reduced height of 50mm for the 2020 trials and evaluate this as part of the end of trial review in November 2020.

**CO-ORDINATION**

Officer: Executive Groups  
Date: 02/03/2020