Notice of Service Reviews Committee Meeting

MEMBERSHIP

Cr Rob Unger *(Presiding Member)*

Cr Brett Rankine   Cr Lucas Jones
Cr Jessica Lintvelt   Cr Lyn Petrie
Cr Peter Field   *Vacant*

NOTICE is given pursuant to Sections 87 and 88 of the Local Government Act 1999 that the next SERVICE REVIEWS COMMITTEE MEETING will be held in the Civic Centre, 571 Montague Road, Modbury on WEDNESDAY 8 SEPTEMBER 2021 commencing at 6.30pm

A copy of the Agenda for the above meeting is supplied.

Council may restrict or limit access to members of the public physically attending the meeting to ensure compliance with current restrictions. Priority will be given to members of the public who wish to speak in the Public Forum and Deputation section of the agenda and have obtained prior approval from Council.

JOHN MOYLE
CHIEF EXECUTIVE OFFICER

Dated: 02 September 2021

CITY OF TEA TREE GULLY

SERVICE REVIEWS COMMITTEE MEETING
8 SEPTEMBER 2021

AGENDA

1. Opening and Welcome

   Acknowledgement of Country Statement - to be read out as arranged by the Presiding Member

2. Attendance Record:

   2.1 Present
   2.2 Apologies
   2.3 Record of Officers in Attendance
   2.4 Record of Number of Persons in the Public Gallery
   2.5 Record of Media in Attendance

3. Confirmation of Minutes of the Previous Meeting

   That the Minutes of the Service Reviews Committee Meeting held on 2 June 2021 be confirmed as a true and accurate record of proceedings.

4. Public Forum

   Available to the public to address the Committee on policy, strategic matters or items that are currently before the Committee. Total time 10 mins with maximum of 2 mins per **speaker. For more information refer to Council's website** www.cttg.sa.gov.au

5. Deputations - Nil

   Requests from the public to address the meeting must be received in writing prior to the **meeting and approved by the Presiding Member. For more information refer to Council's** *website* www.cttg.sa.gov.au

6.   Presentations - Nil

Requests to present to the meeting must be received in writing 5 days prior to the **meeting and approved by the Presiding Member. For more information refer to Council's** *website www.cttg.sa.gov.au*

7.   Petitions - Nil

8.   Declarations of Conflicts of Interest

Members are invited to declare any material, actual and/or perceived conflicts of interest in matters appearing before the Committee.

9.   Adjourned Business - Nil

10.   Motions Lying on the Table - Nil

11.   Management Reports

Office of the Chief Executive Officer - Nil

Assets & Environment - Nil

Organisational Services & Excellence

Community & Cultural Development

12.   Motion(s) on Notice - Nil

13.   Motion(s) without Notice

14. Question(s) on Notice - Nil

15. Questions without Notice

16. Information Reports

17. Status Report on Resolutions

18. Other Business - Nil

   To discuss any emerging strategic risks

19. Section 90(2) Local Government Act 1999 – Confidential Items

   A record must be kept on the grounds that this decision is made.

20. Date of Next Ordinary Meeting

   6 October 2021

21. Closure

	REPORT FOR	SERVICE REVIEWS COMMITTEE MEETING
	MEETING DATE	08 SEPTEMBER 2021

RECORD NO: D21/65679
REPORT OF: ORGANISATIONAL SERVICES & EXCELLENCE
TITLE: COMMUNITY VALUE PROGRAM UPDATE AND SERVICE REVIEW PRIORITIES

PURPOSE

To provide a progress update on the Community Value Program, and consider the proposed service review priorities.

RECOMMENDATION

That having considered the report titled "Community Value Program Update and Service Review Priorities" dated 8 September 2021, the Service Reviews Committee supports the following service review program priorities:

a) Development applications and compliance
b) Footpath management **–** construction and maintenance
c) Horticulture maintenance
d) Information Technology
e) Property / building maintenance
f) Public lighting
g) Road management **–** construction and maintenance
h) Stormwater management
i) Tree management - planting, inspections / assessment, maintenance and removal
j) Waste management

1. BACKGROUND

On 27 October 2020, Council considered a report entitled 'Service Reviews Project Management Plan and Establishment of Section 41 Committee'. Council endorsed the concept of the service reviews and the general approach to these reviews. Council also endorsed the establishment of the Service Reviews Committee pursuant to Section 41 of the *Local Government Act 1999.*

Following completion of the Early Retirement Scheme (ERS) in February 2021, the governance and key deliverables of the Service Reviews Project were reconsidered. This was undertaken due to the departure of a key staff member, the overall complexity of the program and a review of the proposed key deliverables.

Due to its complexity and size, the project was redefined as a program, with three key projects, each with their own project manager. The revised Service Reviews Program Governance included a Program Sponsor, Program Manager, three Project Managers, and is overseen by an internal Service Reviews Program Steering Committee, and the Section 41 Service Reviews Committee

The three key projects and their purpose are detailed below:

Organisational review/design
- ☒ Ensure our organisation design and operating model maximises the value that we provide to our community, and is sustainable.

Service Reviews
- ☒ **Implement a framework of service delivery to secure the City's future prosperity** and liveability
- ☒ Develop policy guidance at a macro level for service requirements across the organisation

Performance measurement and reporting
- ☒ Establish a performance measurement and reporting framework for tracking progress towards our 2025 Strategic and Organisational Plans.

Individual project teams were established, and elements and activities of each project have been incorporated into the project plan for the Community Value Program.

2. DISCUSSION

As part of reviewing the intended outcomes of the program, it became apparent that **the title 'Service Reviews Program' didn't fully encompass or clearly communicate** what was intended to be achieved by the program, why the program came about, or what was going to be delivered as part of the program.

As a result, in refining the outcomes during the project initiation and project planning **stages, the program was renamed the 'Community Value Program'. The three key** projects within the program (as noted above) remain the same.

2.1   Community Value Program

A large amount of work has gone into planning the approach to be taken for the Community Value Program and associated service reviews, to ensure clear and consistent communication on why Community Value Program exists, what we will deliver for our community (being the outcomes of the program), and the behaviours that will drive how the Program is delivered. These have been established as follows:

Why we have the Community Value Program – to proactively shape our future, and:
- Build community – to place community outcomes at the centre of everything we do
- Drive clarity – to be clear about what we will achieve
- Create connection – so our people make the best decisions for our community
- Embrace change – to be brave and embrace change

The outcomes of the program (what we will deliver)
- The services we deliver contribute to the wellbeing of our community
- We are financially sustainable
- We measure our performance and communicate the results
- Practices that drive community value are embedded into business as usual
- Our culture is constructive
- Our strategic objectives drive service delivery

How we will do this
- Creative – we will be open to new ideas
- Committed – we will do what we say
- Capable – we will develop the capability of our people
- Courageous – we will be bold and courageous and embrace the unknowns of change and the future
- Collaborative – we will work together

2.2   Project Management

The Community Value Program is being undertaken using the Project Management Framework developed and implemented across Council during 2019 and 2020.

A program plan has been developed for the overall Community Value Program, which incorporates the key milestones for the three (3) projects that form part of this program including:

- Organisation Design
- Service Reviews
- Performance Measurement and Reporting

Each individual service review will also have its own defined project plan that aligns to the outcomes defined to for the Program.

As part of the Community Value Program, the following aspects of the program plan have been developed:

- Business case
- Proposed outcomes (as listed previously)
- High level schedule / timeline
- Roles and responsibilities
- Stakeholder analysis
- Communications plan and change management strategy
- Risk assessment
- Decisions and Actions register
- Governance has been refined (including ensuring Steering Committee gate reviews are aligned with the Service Reviews Committee meeting schedule)
- Initial proposed approach for training and development (to support leaders and project team members in delivering the program)

2.2   Service Review Priorities

In order to establish priorities for service reviews, a service reviews register was developed that included all functions / services provided by Council. These were broadly categorised as follows:

- Asset management
- Waste management
- Open space management and environment
- Community development
- Planning and economic development
- Community health and safety
- Corporate services

To assist in developing an objective assessment of the services and their priority as a nominated service review, the following evaluation criteria were established (with various weightings):

- Policy / strategy alignment
- Risk rating and outstanding internal audit actions
- Existing work environment (eg. significant business change, vacancies)

- ☒ Financial impact
- ☒ Customer / community impact (based on community survey results, customer request volumes, customer complaint volumes)
- ☒ Organisational culture survey results (with a focus on constructive style results)

All services were evaluated using the above criteria, to provide a rating / score which assisted in determining the priority order of service reviews to be undertaken. Using this approach, the following service review priorities were identified:

- ☒ Community Wastewater Management System
- ☒ Development applications and compliance
- ☒ Footpath management – construction and maintenance
- ☒ Horticulture maintenance
- ☒ Information Technology
- ☒ Property / building maintenance
- ☒ Public lighting
- ☒ Road management – construction and maintenance
- ☒ Stormwater management
- ☒ Strategic asset management
- ☒ Tree management - planting, inspections / assessment, maintenance and removal
- ☒ Waste management

Strategic asset management has already been identified as a project to be undertaken as part of the Internal Audit Plan 2021-22 which was endorsed by the Audit Committee. This internal audit will provide a high level assessment and recommendations on the key focus areas for strategic asset management, which will **enable a future 'deep dive' into strategic asset management with more focus at a later** stage. It is proposed that this not be included as a priority service review at this stage to avoid any duplication of effort.

Community Wastewater Management System (CWMS) was also identified in this priority listing, however this is already subject to a detailed prudential review undertaken as part of the consideration of transition of the CWMS to SA Water, and which will be reported to Council.

It is anticipated that approximately 3-4 service reviews will commence in the first stages for 2021, to allow for the pilot of the service review framework. The learnings from these reviews, can then be built into the service review framework as it is rolled out across the organisation.

2.3   Service Review Framework

To support a consistent approach to service reviews across the organisation, a service review methodology and associated evaluation tool is being developed by the Service Review Project Team. This will ensure each service review remains aligned with the proposed outcomes for the Community Value Program.

As noted above, it is recommended that the tools developed are piloted across a few key services in the first instance to ensure they are sufficiently tailored to achieve the outcomes of the Program.

3.   FINANCIAL

A budget has been established to ensure appropriate resources hare allocated to the project.

4.   STRATEGIC OBJECTIVES

Strategic Plan

The following strategic objectives in Council's Strategic Plan 2025 are the most relevant to this report:

Objective	Comments
Leadership	
Leadership and advocacy is focused on the long term interests of the community	Develop a framework for the review of all services and programs to ensure community value and alignment with **Council's Vision and Strategic Plan 2025,** and our Organisational Plan 2025
Planning considers current and future community needs	Application of a development framework to service definition will enable delivery of essential services which meet the social, economic, and environmental needs of our current and future community, in addition to those mandated by the Local Government Act.
Delivery of services is sustainable and adaptable	Ensure that cost savings are achieved through the service and program alignment process to ensure that Council continues to meet its Long Term Financial Plan objectives and addresses the financial impact of COVID-19

Major strategic decisions are made after considering the views of the community	Review the organisational structure and operating model to maximise the Value that we provide to our Community

Policies / Strategies

- ☒ Long Term Financial Plan (LTFP)
- ☒ Financial Sustainability Policy
- ☒ Project Management Framework

5. LEGAL

There is no legal requirement to undertaken a Program of this nature. Legal and legislative requirements of individual services will be taken into account as part of each individual service review. Consultation will be undertaken with relevant unions to ensure that staff are consulted regarding any proposed changes to work practices.

6. RISK – IDENTIFICATION AND MITIGATION

The Program Management Plan includes a thorough risk assessment and proposed mitigation strategies to ensure the projects are conducted without negatively impacting employee engagement and organisational culture and performance.

7. ACCESS AND INCLUSION

Consideration of access and inclusion implications will form part of each service review undertaken. Each review is intended to support and complement any already **identified actions as part of Council's Disability Access and Inclusion Plan (DAIP).**

8. SOCIAL AND COMMUNITY IMPACT

Delivery of this program has the potential to directly impact staff, the community and other key stakeholders. A thorough stakeholder analysis, communications plan and change management strategy has been developed, and will continue to be refined, that addresses the key impacts to stakeholders, including how they can be involved with different aspects of the Program.

9. ENVIRONMENTAL

Consideration of environmental impacts will form part of each service review undertaken.

10. ASSETS

Consideration of assets will form part of each service review undertaken.

11. PEOPLE AND WORK PLANS

Each project will include a change and communication plan to ensure that employees are appropriately consulted and communicated with where there are impacts to their role or the services they deliver.

A large portion of this work will be undertaken within existing organisational resources, which has the ability to impact the timelines of the program. This will be closely monitored to ensure a balance of continued delivery of existing services, while maintaining progress with the Community Value Program.

In some instances, where there are significant impacts on the ability to deliver the Program and proposed service reviews, external resources may be used to assist in delivering the program outcomes.

12. COMMUNITY AND STAKEHOLDER ENGAGEMENT

There is no proposed community engagement of the Program at this stage. Key internal stakeholders will form part of individual service reviews. In the event that revised policy positions are developed and recommended in conjunction with this program, community engagement may be undertaken where there is proposed to be a key shift in the approach to the service delivery for our community.

13. COMMUNICATIONS OF COUNCIL DECISION

Any key Council decisions as they relate to this Program will be communicated appropriately as part of the Communications strategy.

14. INTERNAL REPORT CONSULTATION

Due to the nature of this report, no internal consultation has been undertaken.

Attachments

N/A

Report Authorisers

Ilona Cooper
Manager Governance and Policy   8397 7310

Julie Short
Manager Organisational Development   8397 7269

Ryan McMahon
Director Organisational Services & Excellence   8397 7297

REPORT FOR | SERVICE REVIEWS COMMITTEE MEETING

MEETING DATE | 08 SEPTEMBER 2021

CITY OF TEA TREE GULLY
Naturally Better

RECORD NO: D21/65844
REPORT OF: COMMUNITY & CULTURAL DEVELOPMENT
TITLE: COMMUNITY SAFETY POLICY STATEMENTS

PURPOSE

To provide the Services Review Committee with the opportunity to consider the content of a draft Community Safety Policy and associated responsibilities which lead to the drafting of the relevant policy.

RECOMMENDATION

1. That having considered the re**port titled "Community Safety Policy Statements" and dated 8 September 2021, the Services Review Committee** supports the development of a draft Community Safety Policy incorporating the service expectations and service levels as per abovementioned report and **the Committee's related discussion;**

2. That the draft Community Safety Policy be presented to the next ordinary Service Reviews Committee meeting.

1. BACKGROUND

The Regulatory Services review (consisting of the operations of General Inspections, Parking Officers and Compliance Administration – which at the time, formed part of the department of Community Safety) was undertaken between September 2020 and December 2020, as part of Council's overall Service Review program.

The Committee considered the outcomes and proposed actions of the Regulatory Services Review at the meeting dated 2 June 2021 in the report titled "Regulatory Services Review – Outcomes and Proposed Actions" and resolved the following:

"That having considered the report titled "Regulatory Services Review – Outcomes and Proposed Actions" and dated 2 June 2021, that a draft Regulatory Services Policy (or similar) be developed for consideration at the next ordinary Service Reviews Committee meeting, which defines proposed service expectations and master service levels for the community in relation to Regulatory Services."

The above mentioned report highlighted the following actions as being approved by Council's internal Service Review Steering Committee on the 29 March 2021:

1. A Regulatory Services structure is revised to have a Community Safety Leader with a reporting Team Leader General Inspections and Team Leader Compliance Administration. The responsibilities of Parking Inspectors and General Inspectors to be combined so all staff can undertake all of the duties required.

2. Opportunities are explored to further expand the use of an external provider for the after-hours call out service, which will include a review of the services to be provided (both within and outside of the core span of hours).

3. Service levels to be reviewed or established for all functions and documented in policies and procedures.

4. The key responsibilities of the Community Safety Leader will include exploring resource sharing between Customer Relations team and Community Safety administrative staff (and other departments where identified) – particularly during peak periods, e.g. rates enquiries and dog registration.

5. Where changes are made to current operations (including private parking, shared animal shelter with the City of Salisbury, and other operational changes), a review of the functions and structure of the team will occur, led by the Community Safety Leader.

This report commences the action of developing a draft Community Safety Policy, and seeks to identify from the Council the purpose of Community Safety and the desired outcomes for the community which will inform the services to be delivered and their associated service levels.

2. DISCUSSION

Although Council has legislative responsibilities to undertake various functions within the Community Safety Department, these services are also undertaken to provide quality of life and health to the community, prevent damage to person and property, and provide educational awareness to the community on matters of compliance and support economic development where possible.

The development of a Community Safety Policy stems from the need for a framework to provide:

- Clarification of the role the Department
- An educational approach to community safety matters
- Consistency in enforcement action in matters of non-compliance
- Direction to ensure transparency and procedural fairness
- Service expectations and master service standards to guide procedures
- Allocation of resources in a targeted way

The current high-level functions of the Community Safety Department include:

- Animal Control
- After Hours Call Out Service
- Australian Road Rules
- Private Parking Agreements
- Local Nuisance and Litter Control
- Permit Approvals (Local Government Act and By-Laws)

Items identified for consideration in a draft Community Safety Policy include:

1. Educational focus to the delivery of community safety activities (e.g. Education vs enforcement, Dog Obedience Program)
2. High value on customer service and face to face interactions
3. Information provision (e.g. signage, website, school education)
4. Prioritisation of resources (e.g. after hours call out, complaint and request workflows)
5. Measurements of community value
6. Approach to Private Parking Agreements
7. Support for local businesses

3. FINANCIAL

A high-level summary of the 2021-22 Financial Year approved operating budget is provided below:

	Income	Expenditure
Parking Control	($1,006,000)	$180,000
Dog and Cat Control	($876,500)	$140,000
Other Infringements	($22,500)	$1,000
Parking and Animal Control (inc. Salaries)	0	$1,464,733
	($1,905,000)	$1,785,733

4. STRATEGIC OBJECTIVES

Strategic Plan

The following strategic objectives in Council's Strategic Plan 2025 are the most relevant to this report:

Objective	Comments relevant to Review
Community	
More people are wanting to have a say in decisions that affect them. They expect government to do things more efficiently, and they want to be able to access more services and information via their digital devices, when it suits them.	An opportunity to review the extent of services provided by the Community Safety Department and whether or not there are better, more efficient ways of delivering the regulatory services.
Leadership	
Decision making is informed, based on evidence and is consistent	The Review was evidence-based and informed by community demand for services, complaints and possible community consultation.
Customer service provides a positive experience for people and is based on honesty and transparency	The Review considered customer complaints and feedback and the implications of these for improvement to services.
We are trusted to make good decisions that are in the best interests of our community	Recommendations were based on the balance between community driven demand for services and best possible use of (staff) resources.

Organisation Plan

The following strategic **objectives in Council's Organisation Plan 2025 are the most** relevant to this (Review) Project:

Objective		Comments relevant to Review
Customer Care		
We have service standards in place across the organisation and we measure, benchmark and continually improve our performance		An opportunity to commence the development of service standards in Community Safety and using data from other similar Councils, benchmarking outcomes
Future Capability		
We are using data analytics to improve employee and customer experience and the connectivity of our services		Data was collected for the purposes of analysing options to improve the delivery of services.
Our leadership and workforce strategy enables us to deliver fit for purpose and responsive services in an environment of technological, social and demographic change		The Review considered the service requirements, the best way to deliver these and how these may be delivered in the future.

Policies
The following policies are of relevance to the functions of the Community Safety Department.

Cat Management Policy
The purpose of this Policy is to describe and assist Council and the community with the management of nuisance cats.

Implementation of this Policy promotes responsible cat ownership, contributes to the protection of natural wildlife and provides for fair and consistent management of cat related complaints within the City of Tea Tree Gully.

Drone Policy
The purpose of this policy is to ensure that all legislated and Council requirements for operating a drone on Council Land are adhered to by commercial operators, recreational operators, Council staff and contractors. The intent of these

requirements is to protect people, property and other aircraft from injury or damage that could result from a collision. This policy also provides clear guidelines for the **internal use of drone technology for Council's operations.**

Enforcement Policy

The purpose of this Policy is to establish a framework which guides the Council in enforcement and prosecution action with respect to matters of non-compliance. The framework provides consistency and ensures that any action is proportionate to the alleged offence in each case. This policy assists in informing the public and ensuring that transparency and procedural fairness principles are applied in any enforcement action.

General Complaints Policy

This policy establishes guidelines and procedures for how the City of Tea Tree Gully (the Council) will handle general complaints and, ultimately, enable the continuous improvement of services.

Order Making Policy

The purpose of this policy is to state Council's position in regards to its order making powers under the Local Government Act 1999. The existence of this policy will assist Council to facilitate a safe and healthy environment, and to improve the amenity of the locality, by protecting the City from public hazards and nuisances.

Private Parking Area (Policing) Policy

The purpose of this policy is to state Council's position in regards to the policing of Private Parking Areas within the City of Tea Tree Gully and to outline the minimum conditions in which Council will assist with such duties.

Council notes that its Strategic Plan provides the direction that Council should support its local economy by supporting business within its community.

By supporting private parking agreements, Council supports its business community by ensuring that car parking spaces are maximised for those that shop in the relevant centres.

Use of a Road for Business Purposes Policy

The purpose of this policy is to provide a general Council position to our community and operational direction to Council officers in regards to how the use of a public road under Council care and control may be permitted for business purposes.

Vehicles Parked on Footpath Policy

Council is responsible for enforcing offences under the Australian Road Rules as it sees fit. The policy intent behind Rule 197 is linked to the protection of public infrastructure and public safety considerations. The purpose of this policy is to

formally state Council's position in regards to vehicles parked on Council footpaths and the circumstances in which expiation notices will or will not be issued.

Council's By-Laws
By-laws are designed to provide good governance of the City of Tea Tree Gully, and assist us to provide a convenient, safe, and comfortable space for our community.

5.   LEGAL

Council has obligations in the area of Community Safety (or regulated services) arising from the Local Government Act (1999), Local Nuisance and Litter Control Act (2016), Dog and Cat Management Act (1995) and Expiation of Offences Act (1996) and **Council's By**-laws.

Discretionary responsibilities are also provided for Council which includes obligations regarding the consideration of permits for business purposes such as food trucks and cropping/stock grazing on roadside verges (Local Government Act, section 222), removal of illegal moveable signs (Local Government Act, section 227) and abandoned vehicles (Local Government Act, sections 236 -237).

The *Local Nuisance and Litter Control Act (2016*) makes Council the principal authority for dealing with local nuisance and littering in its area. The Act obliges Council to act on complaints about:
☒ noise, odour, smoke, fumes, aerosols or dust
☒ animals, whether dead or alive
☒ vibration
☒ insanitary conditions
☒ unsightly conditions
☒ general litter or hazardous litter

The *Dog and Cat Management Act (1995) section 26* requires Council to administer and enforce the provisions relating to dogs and cats within its area and must:
☒ maintain a register of dogs
☒ ensure that the Dog and Cat Management Board is provided with information contained in the register
☒ Allow for registers kept under the Act to be available for inspection by members of the public
☒ appoint a suitable person to be Registrar
☒ make arrangements for issuing and replacing certificates of registration and registration discs
☒ appoint at least 1 full-time authorised person for the exercise of the functions and powers
☒ have in place arrangements for the detention of dogs seized wandering at large

☒ All revenue obtained through Dog registrations must be spent on dog management and not used to fund other services.

Authorised Officers have formal authorisations and delegations to investigate and execute powers under these Acts. In relation to the Community Safety Department Council has delegated to its General Inspectors and Compliance Administration Officers (principally Dog and Cat Management, By Laws and Expiation of Offences Issues) to be Authorised Officers for this purpose.

Training is a pre-**requisite for all animal handling and significant 'on the job' training** occurs to allow for the successful application of enforcements of Australian Road Rules (ARR) and Local Nuisance and Litter Control matters.

In addition there are a number of legally binding agreements in place between the City of Tea Tree Gully and various private shopping centre proprietors.

It has been a long held view that Council undertakes this service to support economic development by supporting local businesses and ensuring their legally required car parking spaces are used lawfully and efficiently to assist with customer turnover. If this is still the case this considered to be an important part of the Community Safety Policy.

6. RISK – IDENTIFICATION AND MITIGATION

The development of a Community Safety Policy will help to eliminate the risk of a reactive approach to addressing community safety concerns, and overlooking the importance of proactive management practices which limit performance improvement initiatives.

A Community Safety Policy will contain higher level principles and requirements that the Community Safety Department can apply to work procedures, setting the directional tone for the delivery of services.

7. ACCESS AND INCLUSION

The development of a Community Safety Policy has relevance to the themes of **Council's** <u>Disability Access and Inclusion Plan (DAIP),</u> including:

Theme 1 – Inclusive communities for all
☒ How: Improving community understanding and awareness

Theme 2 – Leadership and collaboration
☒ How: Engagement and consultation, and improving accessibility to services

Theme 3 – Accessible communities
☒ How: Accessible and available information

Theme 4 – Learning and employment
☒ How: Workforce participation and social connections

8. SOCIAL AND COMMUNITY IMPACT

The development of a Community Safety Policy is considered to be a positive influence on the delivery of services, and the provision of a safer places within the community.

9. ENVIRONMENTAL

In relation to Local Nuisance and Litter Control, a Community Safety Policy will assist in addressing activities that cause a nuisance such as noise, litter, illegal dumping and smoke impacts on the enjoyment of areas. This will help Council work with the community to resolve local environmental complaints more efficiently.

10. ASSETS

The endorsed policy position will guide the provision of assets which may be required to deliver the Community Safety function (ie. animal pound, vehicles).

11. PEOPLE AND WORK PLANS

The endorsed policy position will guide the people and work plans which may be required to deliver the Community Safety function.

12. COMMUNITY AND STAKEHOLDER ENGAGEMENT

There is unlikely to be a statutory requirement to consult on the developed policy position; however, this may be recommended as part of the policy development which will be dependent on the finalised policy position that the Committee may recommend to Council.

13. COMMUNICATIONS OF COUNCIL DECISION

The development of the draft Community Safety Policy will be communicated to, and include input from, the relevant work teams.

14. INTERNAL REPORT CONSULTATION

The following staff have been included in the consultation process in the preparation of this Report.

Nil as this report simply seeks to document t the existing service levels however Departments team leaders will be consulted in drafting the policy.

Attachments

N/A

Report Authorisers

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Laura Watson
Community Safety Leader   8397 7339

Carol Neil
Director Community & Cultural Development   8397 7341

INFORMATION REPORT

SERVICE REVIEWS COMMITTEE MEETING

08 September 2021

Organisational Services & Excellence

Service Reviews Committee Work Program 2021-22 Financial Year (D21/65666)

The Service Reviews Committee Work Program will be presented to the Committee for information at each financial meeting. The Committee Work Program has been developed with the project and program managers responsible for delivery of the service reviews undertaken as part of the Community Value Program, which align with the Committee's endorsed Terms of Reference.

The Committee Work Program is a document that is used as a guide to ensure the key planned activities are reviewed, actioned and reported in line with the target dates. The Work Program establishes what the minimum expectations are, but should not be seen as the absolute body of work of the Committee.

While it is important to establish a clear forward plan for the upcoming financial year, it is just as important to note that new topics may arise which require consideration by the Committee that do not form part of the planned work program, or alternatively items may become redundant or require rescheduling due to organisational requirements. The CEO, through reports on the agenda or Committee members may bring other matters to the Committee providing they fall within the Terms of Reference of the Committee's business. The Committee will be informed of any amendments made throughout the year.

The draft Service Reviews Committee Work Program for the 2021-22 Financial Year is provided in Attachment 1 of this report. It is proposed that this program will be updated after each meeting in order to capture the decisions of each meeting and then provided back to each meeting to assist in monitoring upcoming priorities.

Attachments

Report Authorisers

Ilona Cooper
Manager Governance and Policy   8397 7310

Ryan McMahon
Director Organisational Services & Excellence   8397 7297

Service Reviews Committee Work Program 2021 – 22 Financial Year

Meeting Date	Activity	Terms of Reference Function	Terms of Reference Number	Activity Status / Comments
September 2021	Regulatory Services / Community Safety Policy – potential policy position options	Policy	5g	
	Organisation Design Update	Progress Update	5a	
	Community Value Program – key outcomes, project plan and service review priorities	Progress Update	5a	
October 2021	Community Value Program – Update	Progress Update	5a	
	Current Service Levels identified - stocktake	Service Levels	5b	
	Policy Framework considerations	Policy	5g	
	Update on individual service reviews	Service Review	5b	
December 2021	Community Value Program – Update	Progress Update	5a	
	Completed individual service reviews (if relevant)	Service Review	5b	
	New / revised policies (if relevant)	Policy	5g	
February 2022	Community Value Program – Update	Progress Update	5a	
	Completed individual service reviews (if relevant)	Service Review	5b	
	New / revised policies (if relevant)	Policy	5g	
April 2022	Community Value Program – Update	Progress Update	5a	
	Completed individual service reviews (if relevant)	Service Review	5b	
	New / revised policies (if relevant)	Policy	5g	
June 2022	Community Value Program – Update	Progress Update	5a	
	Completed individual service reviews (if relevant)	Service Review	5b	
	New / revised policies (if relevant)	Policy	5g	

INFORMATION REPORT

SERVICE REVIEWS COMMITTEE MEETING

08 September 2021

Organisational Services & Excellence

Organisational Design - Key Activities During 2020-21 (D21/66651)

This report provides a summary of the key activities undertaken related to Organisational Design as part of the Community Value Program.

A key component of our Community Value Program is ensuring our organisation design and operating model maximises the value that we provide to our community, and is sustainable over the longer term.

Over the past twelve months, significant progress has been made in each portfolio to ensure that our organisation design maximises value we provide to the community. Some of these changes resulted from the Early Retirement Scheme and some Voluntary Separation Package being accepted.

Early retirement scheme

At its meeting of 28 May 2020, Council considered the impact of COVID-19 on the Long-Term Financial Plan (LTFP) target while delivering a general rate revenue increase of zero percent (excluding growth). It was agreed that one of the key initiatives needed to meet this challenge was to offer an Early Retirement Scheme to eligible staff.

After obtaining approval from the Australian Taxation Office, in early December 2020, 98 eligible employees (those 55 and over) were offered access to the Early Retirement Scheme, with applications closing on 5 February 2021. A total of 19 people accessed the Early Retirement Scheme or Voluntary Separation Package. All applications were approved. The majority left at the end of March 2021, with some leaving at the end of June 2021.

As a result of the Early Retirement Scheme and a small number of voluntary redundancies, our budgeted employee position numbers have reduced from 388 to 370 since May 2020, with a total salary savings of approximately $2 million (inclusive of on costs).

The City of Tea Tree Gully's Statement of Comprehensive Income for the year ending 30 June 2021 showed a $796k favorable variance to the Q3 Revised Budget. This is in line with our planned efficiency target with the reduction of full-time equivalent positions due to the Early Retirement Scheme.

We committed to no more than 20% of the salary savings being returned to the business, and a procedure has been developed and endorsed by the Executive Leadership Team to ensure that any salary savings achieved from the Early Retirement Scheme or voluntary separations are sustained over the longer term. This requires that any requests for replacement of vacancies and requests for new positions are submitted to the Executive Leader for consideration, supported by a business case.

Our Long Term Financial Plan objective is to achieve ongoing sustainable cost savings in the vicinity of $2.6M by FYE 2022/23. The salary savings from the Early Retirement Scheme and the vacancy management practices we have in place will make a significant contribution to achieving this target. This includes the allowance for the no more than 20% of the salary savings being used to support the ongoing delivery of services.

Organisational design

As a result of the Early Retirement/Voluntary Separation process, 30% of our managers left the organisation in the 2020/21 financial year. These separations, together with our aims to improve our Organisational design to maximise community value, resulted in a number of significant changes to our Organisational structure.

Our employees were consulted about these changes, and the changes were successfully implemented without industrial unrest. This is notable given the impact of COVID-19 on the organisation and our employees. COVID-19 saw the implementation of a new interim structure under our Business Continuity plan, and this structure was in place from end March to end September 2020. The purpose of the interim structure was to ensure continued service delivery in the event of lockdowns and to minimise risk of the spread of the pandemic within departments, ensuring we had redundancy plans.

The key Organisational design changes that have been made and their benefits are outlined below.

Organisational Services and Excellence

At the end of April 2021, the Governance and Risk Department moved from reporting to the Chief Executive Officer to the Organisational Services and Excellence Portfolio. This resulted in improved alignment with similar functions that interact regularly, and better collaboration between departments that deliver a significant part of our Organisational plan. This was also establishing a more sustainable structure for the long term.

A consolidation of the project management function has also now occurred with it falling within the Finance & Rating department following the resignation of the Continuous Improvement Co-coordinator.

Community and Cultural Development

With the retirement of the Manager Community Safety in September 2020, the position was not replaced and a number of structural changes were made.

City Development
The Environmental Health and Fire Prevention functions moved to City Development which has resulted in improved service delivery, particularly relating to development applications which involve connections to our Community Waste Management System. We have also seen improved processes relating to food inspections and public health enforcement through shared resources and budget lines. The community has also benefitted through building and compliance staff being trained in fire prevention and safety.

Recreation and Leisure Services
The Immunisation team has moved to report to the Recreation and Leisure Services manager. Amendments to the Immunisation reporting structure were implemented to provide improved corporate leader support, and also to explore improvements to the service through a facility management approach. As such, the Team Leader Immunisation reports through to the Facility Manager Recreation, Arts and Immunisation. These changes have also improved succession planning and improved operational efficiencies. As such a contracted two day per week role that was not being utilised under COVID-19 programming restrictions was transferred from the Recreation Centres over to Immunisation, resulting in improved capacity and support within the Immunisation team.

During 2020/21, a service review was undertaken of the Community Safety function, which resulted in a number of recommendations to improve service delivery. A new Community Safety leader commenced on 9 August 2021, Mrs Laura Watson, and she now reports directly to the Director Community and Cultural Development. The new leader will be responsible for implementing the recommendations from the service review relating to the Community Safety Department.

Assets and Environment

The ERS/voluntary separation process saw the departure of three of the six managers, necessitating a review and redesign of the Organisational structure.

In May 2021, three new group coordinator roles were established, and former Building and Assets team members were reassigned to these teams. This was established as an interim solution to give management time to assess the effectiveness of this arrangement. To date we have been most impressed by this arrangement.

Buildings Assets and Property Maintenance

The Buildings Assets and Property Maintenance teams were reviewed with the interim structure to align with the asset lifecycle. This provided an opportunity to clarify roles and responsibilities and streamline our processes and resulted in the following areas:

Capital Works – (Civil and Buildings Projects)

Asset Management – (Operations, Fleet and Property Services)

Property Services – (Operations, Fleet and Property Services)

Property Maintenance – (Operations, Fleet and Property Services)

The outcome of this provides a process where the Asset owner owns and dictates what happens to their asset and issues this to project delivery, maintenance or services. The following key benefits have been identified:

a) Clear roles and responsibilities resulting from the removal of tasks crossing over different teams
b) Reduced variety allowing for greater focus on their specific area of responsibility, ie projects focus on projects
c) Asset ownership and development
d) Reduction in staff numbers
e) Clarity about planning which provides coaching opportunities and development of staff

This enables a greater level of short term and long term asset planning which will result in a much more accurate financial plan for the property asset class and greater analysis of annual operations with a focus on efficiency gains.

Civil and Buildings Projects

In collaboration with our Customer Relations team there has also been an opportunity to further utilise our Administration Officer to provide different skill sets across other departments which is of benefit to maximise utilisation and effectiveness.

A further review is currently being explored to bring together additional projects from other departments to provide the same benefits as outlined above. Also, dependent on the outcome of the six month trial period for the Asset Protection Officer, we will look to further explore how this fits into the organisation as it has functions which stretch across multiple departments and portfolios. The Assets Protection Officer is the role supported by Council **to minimise damage to Council's assets during development works and follow up on** damage caused during development.

Operations, Fleet and Property Services

By combining the fleet and workshop teams under one team leader, we have been able to consolidate the strategies in these areas. This has resulted in stronger planning for procurement and maintenance and a greater level of long term planning to achieve an efficient fleet that is appropriate for our organisation.

Water, Waste and Environment

Environmental Sustainability has been incorporated to the Water and Waste department. This has resulted in the following benefits:

a) The responsibility of managing field staff who undertake the day to day field operational activities have been transferred to a corporate leader who manages all the field operational staff.

b) We have brought together the technical expertise and resources necessary to develop long-term strategic plans including:

   i. Climate resilience and adaptation strategy

   ii. Integrated Waste Management Plan

   iii. Integrated water cycle management strategy

c) Enhance Council's Stormwater asset management plans (AMP) by incorporating future demand management, climate adaptation and resilience strategies and ensuring integration with Council's wider strategies and plans.

d) Enables the development and development of Council's irrigation and Recycled water Asset Management Plan

e) Allows the department to focus on forward planning and provide leadership for the organisation in the area of water resource and environmental planning.

Attachments

N/A

Report Authorisers

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Director Organisational Services & Excellence   8397 7297

Note: This report is provided as information only. Actions relating to confidential minutes may not be included in the Status Report.

Note: This report will be present at every Service Reviews Committee Meeting.

Pending Actions

Nil

Completed Actions

Minute No.	Meeting Date	Officer	Subject	Completed
4	2/06/2021	Kunze, Diane	Regulatory Services Review - Outcomes and Proposed Actions	1/09/2021
D21/38694				
01 Sep 2021 9:50am Kunze, Diane - Completion Action completed by Kunze, Diane - Report to be considered at the 8 September 2021 Service Review Committee.				

Minute No.	Meeting Date	Officer	Subject	Completed
5	2/06/2021	Foong, Jonathan	Prudential Report - Community Wastewater Management System	28/06/2021
D21/38694				
28 Jun 2021 1:37pm Foong, Jonathan The Report endorsed by the Service Review Committee was presented to Council at meeting held 8 June 2021. Council resolved unanimously to (Resolution 884) -, 1. Approves the commencement of an independent prudential review and, preparation of an associated report that addresses the prudential issues set, out in section 48(2) of the **Local Government Act 1999 ., 2. Delegates the authority to Council's Chief Executiv**e Officer and Director, Organisational Services & Excellence, in accordance with section 44 of the, Local Government Act 1999, to appoint a person, believed to be suitably, qualified under section 48(4) of the Local Government Act 1999, to, undertake the prudential review, 3. Requests the final prudential report be presented to Council for, consideration.				

28 Jun 2021 1:41pm Foong, Jonathan - Completion
Action completed by Foong, Jonathan - The recommendations from the Service Review Committee was brought to Council at meeting held 8 June 2021 for consideration. The recommendations was moved by Council (Resolution 884).