

Notice of Service Review Committee Meeting



MEMBERSHIP

Cr Rob Unger (*Presiding Member*)

Cr Kimberley Drozdoff
Cr Marina Champion
Mayor Marijka Ryan

Cr Kristianne Foreman
Cr Blake Lawrenson

NOTICE is given pursuant to Sections 87 and 88 of the Local Government Act 1999 that the next SERVICE REVIEW COMMITTEE MEETING will be held in the Civic Centre, 571 Montague Road, Modbury on WEDNESDAY 5 JULY 2023 commencing at 6.30pm

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



RYAN MCMAHON
CHIEF EXECUTIVE OFFICER

Dated: 30 June 2023

CITY OF TEA TREE GULLY
SERVICE REVIEW COMMITTEE MEETING
5 JULY 2023

AGENDA

1. Opening and Welcome

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 Review Committee Meeting held on 5 April 2023 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

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

6.1 Presentation - Community Services Review Update

Mr Michael Pereira, General Manager Community Services, will provide a presentation to the Committee on the current status of the Community Services Review (20 mins)

6.2 Presentation - Active Ageing Service Review

Mr Adam Villani, BEESQUARED Consultants, will provide a presentation to the Committee on the Active Ageing Service Review (20 mins)

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 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

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11.2 Quotations (Procurement) Service Review Project Scope 61

City Operations - Nil

Corporate Services - Nil

Community Services

11.3 Community Safety Service Review - Draft Community Safety Policy 70

11.4 Community Safety - Private Parking..... 91

11.5 Active Ageing - Service Review 106

12. Motion(s) on Notice - Nil
13. Motion(s) without Notice
14. Question(s) on Notice - Nil
15. Questions without Notice
16. Information Reports
 - 16.1 CX Strategy 2023 - 2028 152
 - 16.2 City Operations Opportunities Review Outcomes - Update 173
 - 16.3 Financial Year 2022-23 Quarter 3 KPI Status Report 180
 - 16.4 Council Report Template - Service Review 188
 - 16.5 Community Value Program Status Update 195
17. Status Report on Resolutions
 - 17.1 Status Report on Service Review Committee Resolutions 201
18. Other Business
19. Section 90(2) Local Government Act 1999 – Confidential Items - Nil

A record must be kept on the grounds that this decision is made.
20. Date of Next Ordinary Meeting

18 October 2023
21. Closure



REPORT FOR

SERVICE REVIEW COMMITTEE
MEETING

MEETING DATE

05 JULY 2023

RECORD NO:
REPORT OF:
TITLE:

D23/45772
OFFICE OF THE CHIEF EXECUTIVE OFFICER
DRAFT WASTE AND RESOURCE RECOVERY STRATEGY 2033

Item 11.1

PURPOSE

To consider the Draft Waste and Resource Recovery Strategy 2033.

RECOMMENDATION

That the Services Review Committee recommends to Council:

That, having considered the report titled “**Draft Waste and Resource Recovery Strategy 2033**” and dated 5 July 2023, the Draft Waste and Resource Recovery Strategy 2033 as detailed in Attachment 1 of the report be adopted.

1. BACKGROUND

At the 5 April 2023 Service Review Committee meeting, the Waste and Resource Recovery Strategy project scope was considered and referred to Council, where it was endorsed at the 11 April 2023 Council meeting.

The draft Waste and Resource Recovery Strategy 2033 has been developed in consultation with our community, key stakeholders and staff and is presented for adoption.

2. DISCUSSION

The Draft Waste and Resource Recovery Strategy will guide the City of Tea Tree Gully and its community through to 2033. It provides a plan for a future where waste is minimised, materials are reused and recovered, and the negative impacts of waste on the environment and human health are mitigated.

The draft strategy is divided into six key focus areas:

1. Avoidance, reuse and recovery
2. Engagement, education & activation
3. Service delivery & operations
4. Collaboration and innovation
5. Reform, advocacy & alignment
6. Environmental protection & human health

This long-term plan aligns with Council's strategic vision for a strong and vibrant city, as well as the state government's commitment to the "diversion of all waste from landfill where it is technologically, environmentally, and economically practicable to do so".

It has been developed in the context of state and national strategy, policy and legislation and reflects the input of our community, industry partners, staff and other stakeholder groups as well as the recommendations of the 2020 Review of Waste Management Services completed BRM Advisory.

Central to the strategy are the waste management hierarchy and circular economy:

- The waste management hierarchy prioritises initiatives based on their environmental impact, emphasising waste avoidance, reduction, reuse, recycling, and energy recovery before considering disposal.
- The circular economy aims to maximise resource efficiency and minimise waste by keeping products, materials, and resources in use for as long as possible.

A rolling three-year action plan will support the delivery of the strategy, and will be developed following endorsement of the strategy. A priority assessment matrix will be used to identify, prioritise and assess the feasibility and impact of each initiative.

Progress against the strategy targets will be monitored and reported on annually, with the strategy being reviewed against any substantial legislative or industry changes as required and the action plan amended accordingly.

1. FINANCIAL

Initiatives that require future funding will be considered as part of future budget processes including the Long Term Financial Plan, Annual Business Plan and budget reviews.

2. STRATEGIC OBJECTIVES

Strategic Plan

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

Objective	Comments
Community	
<i>Our services are accessible to all and respond to changing community needs</i>	This strategy considers community access and responsible use of Council-provided waste management services
<i>People can have a say in decisions that affect them and the key decisions of the Council</i>	The draft strategy has been developed in consultation with our community, key stakeholders and staff.
Environment	
<i>A community that is protected from public and environmental health risks</i>	A key focus of this strategy is environmental protection and human health.
<i>The carbon footprint of our city is reduced through the collective efforts of community and Council, including businesses</i>	This strategy recognises carbon emissions as a key challenge and embraces the waste hierarchy and circular economy which are foundational to reducing resource consumption and the carbon footprint of these waste management activities.
<i>Our consumption of natural resources is minimized by reducing, reusing and recycling products and materials, and using renewable resources</i>	This strategy is built on the waste hierarchy and circular economy principles which are foundational to reducing resource consumption.
<i>We are resilient to climate change and equipped to manage the impact of extreme weather events</i>	Best practice waste management will better equip Council to deal with managing the waste created by extreme weather events.
Economy	

<i>A local economy that is resilient and thrives, where businesses are supported to grow and prosper, provide local jobs and sustain our community and visitors and utilize technology to improve the livability of our city</i>	This strategy considers the needs of the business community and the support required to foster innovation and best practice waste reduction and management.
Places	
<i>Streets, paths, open spaces and parks are appealing, safe and accessible</i>	This strategy seeks to address the issues of litter and illegal dumping.
<i>Infrastructure and community facilities are fit for purpose, constructed using sustainable practices and well maintained</i>	This strategy considers the provision of fit-for-purpose waste infrastructure, Council's procurement practices and the use of recycled material as an input in Council's operations.
Leadership	
<i>Leadership and advocacy is focused on the long term interests of the community</i>	An aspiration of this strategy is to establish CTTG as a leader in waste avoidance and diversion through positive action aligned with the interests of the community.
<i>Planning considers current and future community needs</i>	This strategy considers the social, economic and environmental needs of our current and future community, in addition to those mandated by legislation.
<i>Delivery of services is sustainable and adaptable</i>	This strategy seeks to achieve cost savings through the adoption of the waste hierarchy and circular economy principles.
<i>Decision making is informed, based on evidence and is consistent</i>	This strategy is informed by national state and Council policy, strategy and data.
<i>Major strategic decisions are made after considering the views of the community</i>	Community input has been considered in the development of this strategy.

Organisation Plan

Our Strategic Plan is supported by an Organisation Plan which focuses on four key themes of organisational excellence. The themes most relevant to this report are: Customer Care; Learning & Growth; Future Capability; Sustainable Operations.

Policies / Strategies

The draft Waste and Resource Recovery Strategy 2033 is guided by a comprehensive framework of national, state and local policy, legislation and strategy, which is detailed on pages 22-25 of Attachment 1.

3. LEGAL

There is no legislative requirement for Council to have a strategy relating to this area. Any legislative requirements relating to individual initiatives that form part of the three-year rolling action plan will be considered individually.

4. RISK – IDENTIFICATION AND MITIGATION

There are no significant risks associated with adopting the draft Waste and Resource Recovery Strategy 2033.

5. ACCESS AND INCLUSION

About 13% (190) of respondents to the community survey indicated that they were either living with a person with a disability or have a disability themselves. Their responses underpin our focus on providing equitable access to efficient and effective systems, processes and facilities that support waste avoidance, source separation and resource recovery.

6. SOCIAL AND COMMUNITY IMPACT

The draft strategy seeks to shift societal norms and practices through a long-term commitment to the continuous delivery of education, awareness campaigns and capacity building programs. In the same way, it calls for the provision of a more convenient, flexible and effective waste management system that caters to the different needs of the community and seeks to minimise the negative impacts of waste on the environment and human health.

7. ENVIRONMENTAL

This strategy seeks to minimise the negative impacts of waste on the environment and human health by implementing measures that prevent the release of hazardous substances into the environment.

8. ASSETS

Consideration of any assets impacted and the potential provision of new assets will form part of the rolling three-year action-plan development process, including any financial implications.

9. PEOPLE AND WORK PLANS

There is a clear link between the draft Waste and Resource Recovery Strategy and **Council's operations. Key subject matter experts from across the organisation were consulted during the development of this strategy and provided with an opportunity to review the draft prior to it being presented to the Service Review Committee.**

Staff will be appropriately consulted and communicated with where the implementation of this strategy impacts their role or the service(s) they deliver.

The delivery of this strategy may require additional internal resources and or the use external resources. Any requests for additional resources will be managed through established organisational processes.

10. COMMUNITY AND STAKEHOLDER ENGAGEMENT

In accordance with Council's Community Engagement (Public Consultation) Policy the community was consulted in relation to the development of the draft strategy. This process was undertaken in April and May 2023. The outcomes of engagement have been detailed on pages 44 to 46 of the draft strategy.

There is no legislative (statutory) requirement to undertake further community and stakeholder consultation prior to the endorsement of the draft strategy by Council.

11. COMMUNICATIONS OF COUNCIL DECISION

The adoption of the draft Waste and Resource Recovery Strategy 2033 will be **communicated through Council's communication channels.**

12. INTERNAL REPORT CONSULTATION

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

Name	Position	Consulted about
Sarah McDougall	Community Engagement and Research Coordinator	Community engagement
Ryan McMahon	Chief Executive Officer	Draft strategy

Felicity Birch	General Manager City Operations	Draft strategy
Michael Pereira	General Manager Community Services	Draft strategy

Attachments

1. [Download](#) Draft Waste and Resource Recovery Strategy 203312

Report Authorisers

Tony Amato	
Lead Sustainability - Waste and Strategic Projects	8397 7448
Ingrid Wilkshire	
Manager City Strategy	8397 7292
Justin Robbins	
General Manager Strategy & Finance	8397 7444



DRAFT WASTE AND RESOURCE RECOVERY STRATEGY 2033

Towards a circular economy



Welcome

This strategy has been prepared by the City of Tea Tree Gully. It was endorsed by Council on **TBC** 2023.

The City of Tea Tree Gully would like to thank all the community, industry, government, peak bodies, and Council staff that gave their time to provide input into the development of this strategy.

While every effort has been made to ensure the document is accurate at the time of publication, the City of Tea Tree Gully does not provide any warranty in this regard and does not make any representation as to the accuracy of the information contained within this publication.

For information contact
the City of Tea Tree Gully at
customerservice@cttg.sa.gov.au
or 8397 4444



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Item 11.1

Attachment 1

A new way forward

Our Waste and Resource Recovery Strategy will see us embark on a 10 year journey towards a sustainable future where waste is avoided to the greatest extent, valuable materials are diverted from landfill and our community and the environment are protected from the negative impacts of waste.

Aligned with our strategic vision for a strong and vibrant city, as well as the state government's commitment to the "diversion of all waste from landfill where it is technologically, environmentally, and economically practicable to do so"¹, our waste strategy sets an ambitious vision for our City.

To achieve this, we need to redefine our relationship with waste, explore creative solutions and investigate new systems and technologies. Shifting our mindset away from waste as an inevitable consequence of modern living to an opportunity for innovation and resource conservation is key to realising the kind of change we seek to make.

This strategy is built on the waste management hierarchy, which prioritises initiatives based on their environmental impact, emphasising waste avoidance, reduction, reuse, recycling, and energy recovery before considering disposal. It is also driven by the national commitment to a 'circular economy' and our state's progressive transition towards it. By actively promoting and implementing these high-order outcomes, we can actively minimise waste generation, conserve resources and reduce our ecological footprint.

Collaboration with other tiers of government, our waste collection and processing partners, businesses, schools, research institutions, and the community will help foster an ecosystem of innovation and knowledge sharing.

This collaborative effort will enable us to push the boundary of what is possible and work to create a greener, cleaner and more sustainable future.

However, the success of this strategy will require continued and consistent effort and a significant commitment from all stakeholders to work with Council to improve our overall performance.

We will start by empowering our community with the right tools, implementing educational programs and community initiatives, as we seek to cultivate a culture of waste consciousness, inspiring individuals to make informed consumption and disposal choices and embrace sustainable practices.

We will take a leadership role and we will seek to set a new standard for waste management by embracing sustainable practices, promoting responsible consumption, and designing our operations with circularity in mind.

This strategy will guide the City of Tea Tree Gully and its community through to 2033. It has been developed in the context of state and National strategy, policy and legislation and reflects the input of our community, industry partners, and other stakeholder groups.

The strategy

This strategy will guide us through to 2033 as we seek to support the progressive development of a circular economy, create a more resilient waste management system, reduce the environmental impacts of waste and improve the livability of our city.

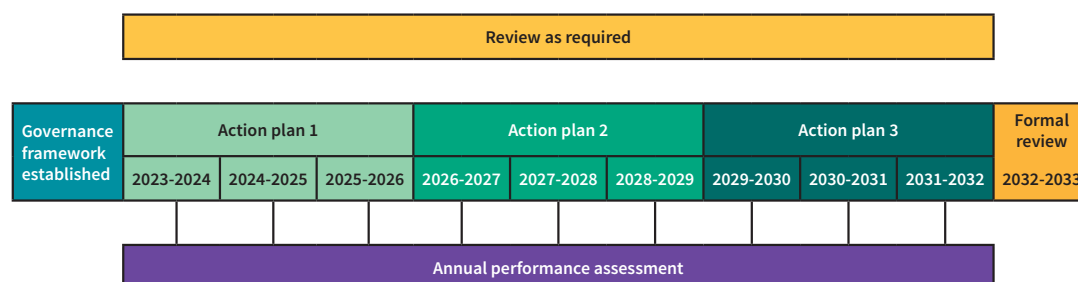
Our Waste and Resource Recovery Strategy consists of a 10-year vision for our city, a set of targets and performance measures to track our impact, focus areas and key directions to guide our actions, and an assessment matrix to identify which actions to pursue.

To ensure we remain flexible and adaptable to the rapid rate of change in the waste sector, the actions that will contribute to achieving our targets will be detailed in a separate rolling three-year action plan. Incremental targets have been developed in line with the individual action plan delivery cycles.

The strategy will be reviewed against any substantial legislative or industry changes as required to ensure its continued effectiveness.

The implementation of this strategy will require a commitment from our entire organisation, our community and business to ensure its success.

Figure 1: Waste and Resource Recovery Strategy delivery plan



Our vision

A future where waste is viewed as a valuable resource and avoided to the greatest extent; the useful life of materials is maximised through reuse, repair and recovery; and the environment and human health are safeguarded from the negative impacts of waste.

Our vision is to create a future where the concept of waste is redefined, and every material is considered a valuable asset that can be repurposed, recycled, or transformed into new products.

By embracing a circular economy model, we aim to eliminate the linear “take-make-dispose” approach and instead develop a system that focuses on designing out waste and pollution and keeping products and material in use at their highest possible value for as long as practicable.

Environmental sustainability and human health form a key part of this strategy, as we strive to safeguard our community from the negative impacts of waste generation and disposal.

We have identified six key focus areas that are critical to achieving our vision. Under each focus area is a set of directions, which will guide our actions.

Focus areas

1. Avoidance, reuse and recovery

Minimise waste generation, keep materials in use for as long as possible, and enhance source separation and resource recovery, ensuring all avoidable waste is removed from the waste stream.

2. Engagement, education and activation

Engage residents, schools, businesses and community organisations through education, awareness campaigns and capacity building programs that foster sustainable behaviour change and empower our community to take ownership and make responsible consumption and disposal decisions.

3. Service delivery and operations

High order waste hierarchy outcomes are embedded in our decision making, our operations actively support the development of a circular economy, and our waste management services are well governed, accessible and respond to community need.

4. Collaboration and innovation

Collaborate with government, industry, business, educational institutions and community to leverage collective knowledge, resources, and expertise to develop innovative solutions.

5. Reform, advocacy and alignment

Proactively drive long-term strategy, policy and legislative change that benefits the City of Tea Tree Gully community.

6. Environmental protection and human health

The adverse effects of waste on the environment and human health are minimised, and our city and our community are protected from environmental health risks.

Avoidance, reuse and recovery

Minimise waste generation, keep materials in use for as long as possible, and enhance source separation and resource recovery, ensuring all avoidable waste is removed from the waste stream.

A new approach is required if we are to reduce the growing amount of waste generated in the City of Tea Tree Gully, address the large quantities of recyclable material being sent to landfill and minimise our environmental impact.

To drive the type of transformational change required, we need to prioritise the development of new and creative solutions, which target the high order outcomes of the waste hierarchy and support the progressive development of a circular economy.

This involves supporting source reduction and sustainable design, prioritising reuse, repair and maintenance as well as providing a more convenient, flexible and effective waste management system, incentives and structures. Whatever the solution, it will need to cater to the different needs of our diverse community.

Minimising our community's waste footprint and our reliance on landfills will reduce our their exposure to the increasing financial risk of the solid waste levy and will contribute to a more resilient and sustainable future.

The full cost, benefits and impacts of any changes will be considered prior to the implementation of any changes.

Outcome

Our community has equitable access to efficient and effective systems, processes and facilities that support waste avoidance, source separation and resource recovery.

Key directions:

- 1.1 Provide equitable access to the tools and services required to eliminate avoidable waste and increase diversion from landfill.
- 1.2 Explore, evaluate and Implement innovative approaches to waste separation, storage, collection and recovery.
- 1.3 Design collection, disposal and charging systems for optimal service delivery and source separation.
- 1.4 Standardise waste infrastructure across all Council facilities, high traffic public places and at major events.
- 1.5 Leverage incentives to motivate community and businesses to adopt sustainable waste management practices.
- 1.6 Encourage and support the sharing economy, and promote repair and refurbishment.

Engagement, education and activation

Engage residents, schools, businesses and community organisations through education, awareness campaigns and capacity building programs that foster sustainable behaviour change and empower our community to take ownership and make responsible consumption and disposal decisions.

We have a real opportunity to shift societal norms and practices through a long-term commitment to the continuous delivery of education, awareness campaigns and capacity building programs.

To drive behaviour change and the widespread adaption of sustainable practices, we will need to redefine waste, shifting the mindset of our community away from waste as an inevitable consequence of modern living to a valuable resource that can be reused..

Through the use of a variety of different behaviour change techniques and the provision of accessible information, advisory services and tools tailored to the needs of our community, we will build awareness, knowledge and practical skills; change attitudes; provide opportunities for people to share their experiences, exchange ideas and work together; influence the adoption of alternative consumption models; and foster more sustainable behaviours.

While education and awareness serve as important foundations for behaviour change, It is important to recognise that education alone is not sufficient to drive the kind of change we seek to make. However, doing nothing is not an option.

Outcome

Our community is well informed, views waste as a valuable resource, and makes responsible consumption and disposal decisions.

Key directions:

- 2.1 Drive understanding and behaviour change through the provision of tailored education campaigns, capacity building programs, point-of-disposal information, tools and resources.
- 2.2 Work with neighbouring councils and state government agencies to ensure a clear and consistent approach to waste education.
- 2.3 Explore opportunities to integrate waste management and sustainability into the school curriculum, community organisations and sporting clubs.
- 2.4 Provide access to expert waste management and sustainability advice.
- 2.5 Provided greater community visibility of waste performance and cost.

Service delivery and operations

High order waste hierarchy outcomes are embedded in our decision making, our operations actively support the development of a circular economy, and our waste management services are well governed, accessible and respond to community need.

The City of Tea Tree Gully has the opportunity to be a leader in waste and resource recovery and advance South Australia's transition towards a circular economy via its operations and purchase decisions.

Through the continued review and optimisation of our own operations and service delivery model, we have the opportunity to demonstrate best practice waste management and resource recovery.

This strategy will see us explore, pilot and implement waste reduction and diversion measures; extend our green procurement policies; support infrastructure, processes and products that are designed to minimise waste, energy and material use; monitor and report on our activities; and provide targeted support and services.

Outcome

The City of Tea Tree Gully improves its operations, transitions toward becoming a low-waste organisation and strengthens its reputation as a leader in waste management and sustainability.

Key directions

- 3.1 Council's waste management services are underpinned by robust governance, data management and planning and all decisions are data driven and evidence based.
- 3.2 Council understands the composition and quantity of the waste it generates and uses this information to set measurable targets, identify opportunities and develop targeted initiatives to improve its own systems and drive operational efficiency.
- 3.3 Sustainable procurement policies and practices prioritise the purchase of products and services with minimal packaging, a higher level of recycled content, longer lifespans, greater recyclability and lower environmental impact.
- 3.4 Maintain and repair Council assets to extend their life and ensure greater long-term use.

- 3.5 Waste management and sustainability targets and guidelines are set, adopted and measured across Council's operations including Asset Management Plans, set recycled content measures for infrastructure projects, and new developments include best practice design for waste storage access and servicing.
- 3.6 Seek improvements, advancements and innovation in Council's waste service contracts, regularly monitor and review them and support the development and expansion of viable and sustainable markets for Council waste materials, including buy-back arrangements.
- 3.7 Council continues to learn at all levels of the organisation and actively engages with stakeholders to gain a comprehensive understanding of their needs, concerns, and aspirations, build support and increase the likelihood of adoption.

Collaboration and innovation

Collaborate with government, industry, business, educational institutions and community to leverage collective knowledge, resources, and expertise to develop innovative solutions.

A 'business as usual' approach to waste management will not allow us to achieve transformational change.

By embracing innovation and collaboration, we can tap into new ways of thinking and cutting-edge technology, and drive more efficient, cost-effective, and environmentally conscious solutions that support high order waste hierarchy outcomes, address the cycle of consumption and draw us closer to a circular economy.

This will mean building networks and partnerships with a variety of stakeholders to leverage collective knowledge, resources, and expertise. Equally, it will mean actively participating in and supporting the exploration, development and implementation of new technologies, processes and approaches. It may also see us pilot new initiatives, offer funding and support mechanisms, establish new industries and create economic opportunities.

Outcome

An innovation pipeline is developed through the establishment of strong partnerships that allows new solutions to be developed, trialled and implemented.

Key directions

- 4.1 Knowledge and expertise are shared and partnerships formed with government bodies and other stakeholders to foster best practice, innovation, reduce duplication, provide cost savings, and enhance skills development.
- 4.2 Innovation, research and development and commercialisation initiatives that support design-led solutions are encouraged and supported.
- 4.3 Emerging waste management technologies and innovative approaches are explored, piloted, tested, evaluated and prioritised for broader implementation.
- 4.4 Establishment of a local circular economy is encouraged through circular business attraction, investment, collaboration and incentivisation.
- 4.5 Innovation in waste management is recognised and rewarded.

Reform, advocacy and alignment

Proactively drive long-term strategy, policy and legislative change that benefits the City of Tea Tree Gully and its community.

Eradicating avoidable waste and transitioning to a circular economy will require a fundamental shift in regulations and guidelines and greater alignment between all levels of government. We are still talking about what goes in which bin, when we need to start working on designing out waste.

By advocating for reform and alignment among all levels of government and other stakeholders, we can drive systemic change and foster an enabling environment for sustainable waste management.

This may include reviewing and improving existing policies, regulations and systems to align with our waste vision, lobbying for waste reduction targets, advocating for product stewardship schemes and Extended Producer Responsibility schemes, supporting the implementation of landfill bans on recyclable and organic material, strengthening enforcement mechanisms to ensure compliance, and promoting the adoption of circular economy principles and policies.

Outcome

A flexible policy environment that enables a transition to a circular economy.

Key directions

- 5.1 Waste management is embedded in Council policies, strategies and guidelines, which are regularly reviewed for strategic alignment and compliance with state and Australian Government strategy, policy and legislation.
- 5.2 Council leads the development and implementation of more robust waste management strategy, policy and legislation and actively participates in the planning and review of new policies, legislation and services, championing the right policy settings and legislation to redesign for circularity.
- 5.3 Council advocates for state and Australian government regulations, incentives and infrastructure investment to support the establishment of a circular economy.
- 5.4 Best practice advanced waste processing technologies, which reduce waste to landfill, have a net greenhouse gas reduction and are safe for the environment and community are encouraged and supported.

Environmental protection and human health

The adverse effects of waste on the environment and human health are minimised, and our City and our community are protected from environmental health risks.

If not properly managed, waste can cause significant long-term damage to our natural environment and threaten the health and well-being of our community.

Pollution, reduced amenity and health risks can be caused by illegal dumping, littering and contamination from hazardous materials and poorly managed waste services.

Our aim is to safeguard our environment and the health of our community from these impacts. This involves implementing measures that prevent the release of hazardous substances into the environment, proper handling and disposal of hazardous waste, and reducing exposure to pollutants and contaminants. To do this requires strong regulation and broad community engagement and education.

Outcome

The environmental impacts of waste are minimised and our community is protected from any associated health risks.

Key directions

- 6.1 The adverse effects of waste related activities on the environment and human health are avoided, remedied or mitigated.
- 6.2 Best-practice hard waste, illegal dumping and litter collection and treatment processes are introduced to minimise risk to public safety and maximise material recovery. Incidents of illegal dumping are investigated and enforcement measures are applied where appropriate.
- 6.3 Infrastructure, processes and services are designed to minimise water, energy and material use and reduce waste generation.
- 6.4 The community has access to mechanisms that allow for the responsible disposal of hazardous waste.
- 6.5 Environmental claims are audited to test the accuracy of any assertions.
- 6.6 The elimination of single-use plastic items and the diversion of organic material from landfill is supported.

Targets

A series of targets have been established and indicators will be monitored throughout the life of the strategy to assess our progress.

These targets have been developed in line with the state and national waste targets. They will be measured against 2021–2022 performance levels, except in instances where the most recent data pre-dates the financial year or reliable data is not yet available.

Council's performance against these targets will be assessed on an annual basis, as will the effectiveness of each of the implemented actions. Tracking our performance against these targets will help us understand the impact we are having and whether or not we need to adjust course when we review our strategy.

City targets	Baseline	Target			Measurement
		2026	2030	2033	
Reduction in total waste generated per capita	397.6 kg	3%	5%	7%	Weigh bridge data
Diversion of household waste from landfill	50.11%	55%	65%	75%	Weigh bridge data
Reduce the amount of FOGO sent to landfill	56%	15%↓	25%↓	50%↓	Waste audit
Reduce household bin contamination	76%	15%↓	30%↓	45%↓	Waste audit
Reduce park/facility bin contamination	33%	15%↓	30%↓	45%↓	Audit and tracking
Reduce the incidents of illegal dumping	-	15%↓	30%↓	45%↓	Reporting
Satisfaction with Council's waste services	94%	> 90%	> 90%	> 90%	Waste survey

Council targets	Baseline	Target			Measurement
		2026	2030	2033	
Diversion of Council waste from landfill	-	55%	65%	75%	Audit and tracking
Reduce Council waste generation	-	5%↓	10%↓	15%↓	Audit and tracking
Increase the use of recycled and recyclable material in Council's operations	-	5%↑	15%↑	30%↑	Procurement tracking
Waste recovered from Council run events	-	50%	70%	90%	Reporting
Waste recovered from Council sponsored events	-	20%	20%	20%	Reporting

Action planning

The actions that will drive us towards our vision and the achievement of our targets will be detailed in a separate rolling three-year action plan.

A priority assessment matrix will be used to identify, prioritise and assess the feasibility and potential economic, social and environmental benefits of each initiative.

This assessment process will help us focus our efforts and use our resources effectively to achieve our waste reduction and resource recovery targets.

A likelihood scale will be used to assess each action on a scale of one to five, five being very likely and one being very unlikely.

Figure 2: Priority assessment matrix

Feasibility	5	Low Impact High feasibility Initiatives in this quadrant are feasible but may have limited impact. While they can still be pursued, they should be lower in priority.	High Impact High feasibility Initiatives in this quadrant have the potential for significant positive impact and are feasible to implement.			
	4					
	3					
	2	Low impact Low feasibility Initiatives in this quadrant have limited impact and are also not feasible. They should be considered low priority.	High Impact Low feasibility Initiatives in this quadrant have the potential for significant impact but require further evaluation and planning to determine feasibility.			
	1					
		1	2	3	4	5
		Impact				

When assessing **feasibility** we will consider things such as the following:

- Can the initiative be practically implemented given the available infrastructure, equipment, technology and resourcing?
- Does the return on investment for our City and our community justify the cost involved in delivering the initiative? Consideration will include the cost of implementation, ongoing maintenance as well as the availability of funding sources and income streams.
- Legislative, policy or regulatory barriers to implementation?
- Is the initiative achievable within the time frame?

When assessing **impact** we will consider things such as the following:

- Will the initiative contribute to achieving Council's vision?
- Will the initiative improve the accessibility, quality, efficiency or effectiveness of our waste management services?
- Does the initiative positively impact the environment and human health?
- Does the initiative have any positive economic benefits, such as cost savings, increased revenue and opportunities for local businesses and industries?
- Will the initiative be supported by the community?



Principles

Our Waste and Resource Recovery Strategy is guided by two principles that we believe best capture what our community has told us they want, what our City needs and what the national and state policy framework is driving towards. These principles are the waste hierarchy and circular economy.

Waste hierarchy

The waste hierarchy serves as an aspirational guideline for efficient and sustainable resource utilisation and underpins waste management policy, decision making and practice in Australia.

It places the highest priority on waste avoidance and reduction, with landfill disposal considered the least preferable option.

While Council plays an important role in waste management, our efforts have mainly focused on the lower portions of the waste hierarchy, which include the collection, processing, and disposal of municipal solid waste. These are the areas over which we have the most control.

We will now focus our efforts on the entire waste hierarchy, implementing strategies that prioritise waste avoidance and reduction, while also effectively managing waste through more effective collection, processing, and disposal services. This renewed focus will ensure a more sustainable and environmentally responsible waste management system.

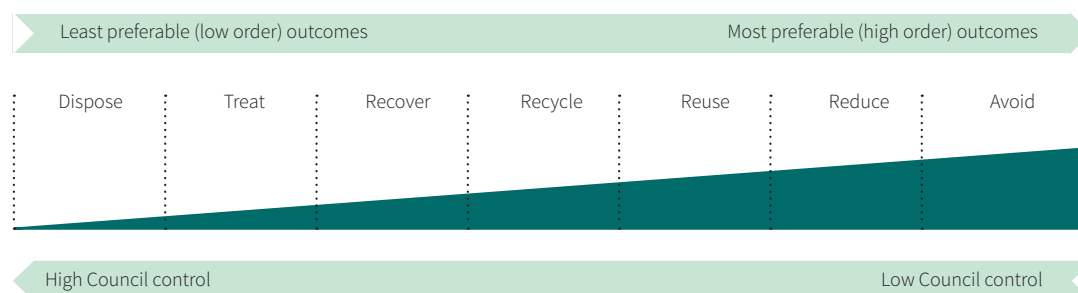
Examples of what we can **control**:

- The bin system, collection frequency and the destination of collected material.
- The procurement of goods and services, including the requirement for goods to contain recycled content.
- The waste generated from its own operations.

Examples of what we can **influence**:

- Behaviour change through education and incentives.
- Policy and legislative change through advocacy.
- Incidents of litter and illegal dumping through education and financial disincentives.

Figure 3: Waste hierarchy



Circular economy

A circular economy aims to maximise resource efficiency and minimise waste by keeping products, materials, and resources in use for as long as possible. In a circular economy, resources are continually recycled, reused, or repurposed instead of being disposed of as waste.

The circular economy is built around three internationally agreed key principles:

- Design out waste and pollution
- Keep products and materials in use at their highest possible value
- Regenerate natural systems.

This regenerative approach contrasts with the traditional linear economy, which is based on a “take, make, waste” production model.

By closing the loop and maintaining the value of resources, the circular economy seeks to reduce environmental impacts, conserve natural resources, and create a more sustainable and resilient economy, create opportunities for economic growth, job creation, and environmental sustainability.

In June 2023, Australia’s environment ministers reiterated their commitment to transition Australia from a “take,make, waste” economy towards a more resilient and regenerative circular economy that maximises the value of materials and minimises waste and pollution.

A Circular Economy Ministerial Advisory Group has been established to guide Australia’s transition to a more circular economy by 2030. This group will look at on the biggest opportunities for driving Australia towards a circular economy, with a road map to be developed by August 2024.

While achieving true circularity may take many years, the South Australian government is also advocating for the establishment of a circular economy through strategic planning and policy, legislation, incentives and education. This transition is supported by the Environmental Protection Agency (EPA).

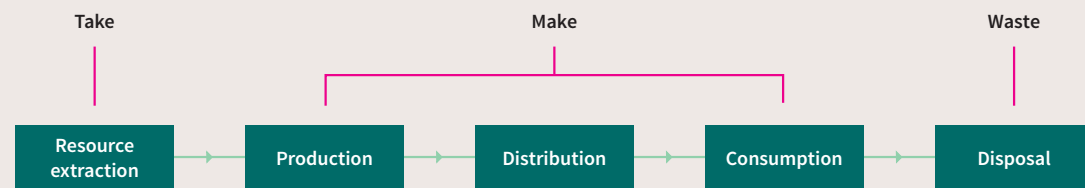
Transitioning to a circular economy involves the:

- Development and implementation of policies, regulations, and incentives that promote circular practices
- The creation of circular business models and supply chains that optimise resource use, promote transparency, and share best practices
- Using renewable resources and materials that can be easily recycled or repurposed
- Designing products for durability, repairability and recyclability
- Promoting systems of sharing and reusing
- Development of effective recycling systems and technologies to recover valuable materials from waste
- Designing energy efficient processes and systems
- Implementing sustainable production and consumption practices.
- Behaviour change.

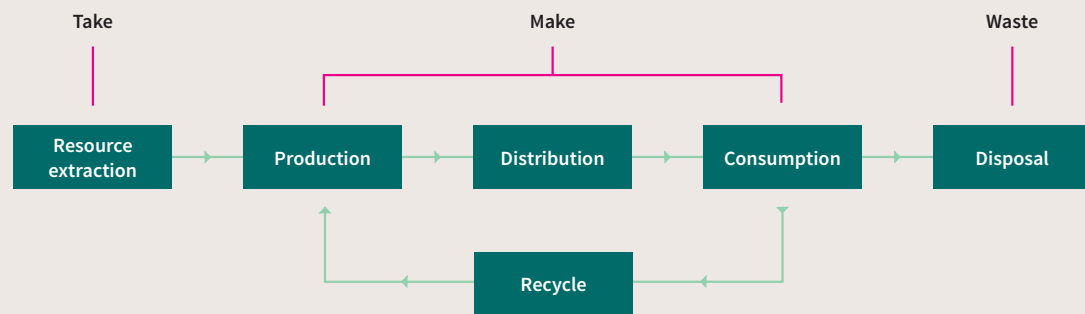
Although the circular economy is closely linked to waste, it is best seen as a broader strategy that looks at all economic activity through a circular lens.

Figure 4: Linear, recycling and circular economy models

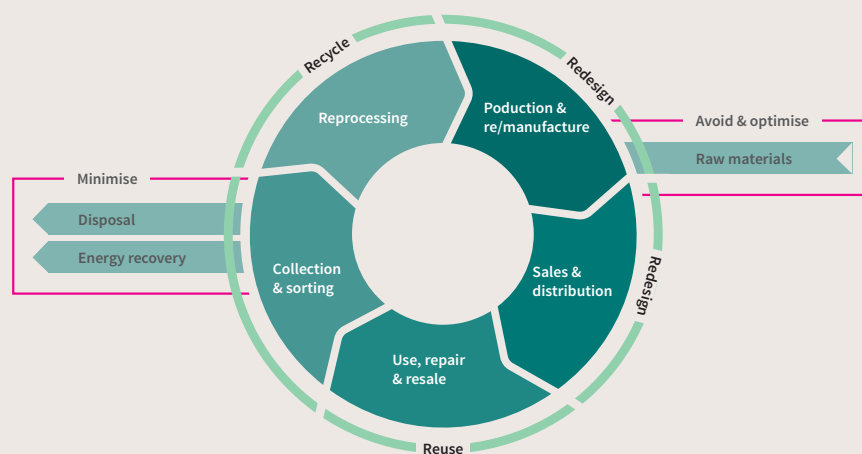
Linear economy



Recycling economy



Circular economy

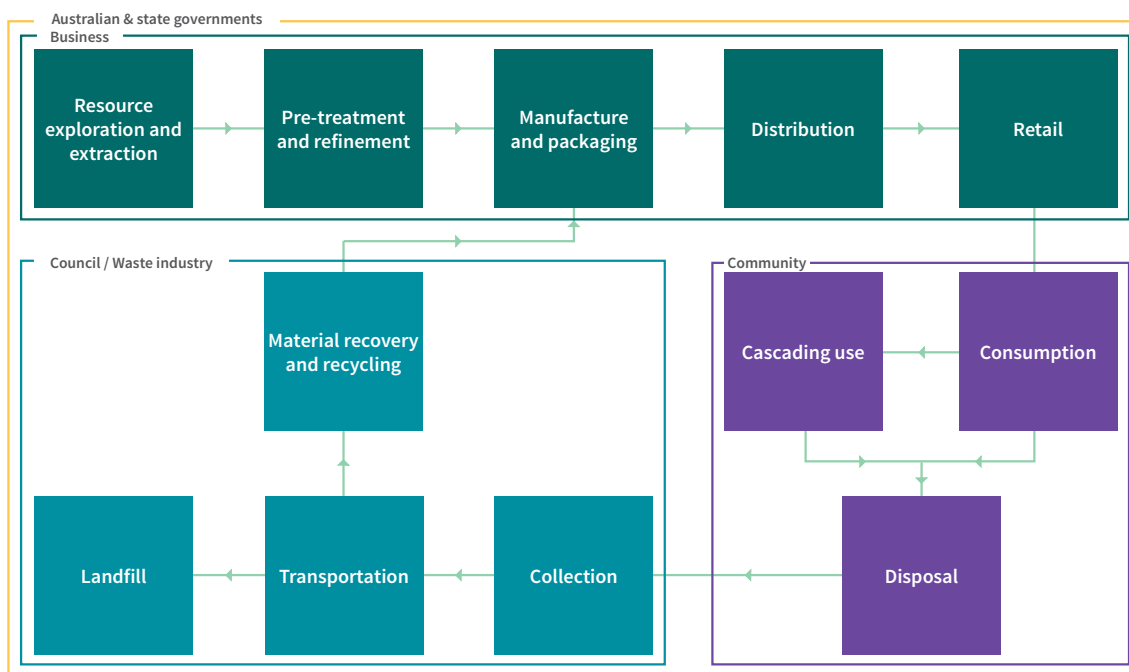


Roles and responsibilities

Waste management is everyone's responsibility. To achieve success will require the collective efforts of all stakeholders, including the community, government, business and industry, waste management professionals and industry associations.

We are one of many stakeholders in the waste and resource management system and supply chain as demonstrated in figure 5 below. There are some things we can control and others we can only influence.

Figure 5: Supply chain map



Australian Government

The Australian Government is responsible for national policies and regulations. They also provide funding for waste management programs and infrastructure, support research and development in waste management technologies and collaborate with other levels of government to ensure a consistent approach.

South Australian Government

The state government is responsible for regulating and administering waste, including planning for waste management and waste avoidance, minimisation and reuse, licensing and regulation of waste transport, storage, treatment, resource recovery and disposal, and managing the impacts of waste management activities. It has enacted legislation and policy to protect the environment and conserve natural resources.

City of Tea Tree Gully

Council is responsible for the provision of waste collection, disposal and recycling services in the City of Tea Tree Gully. These services are provided under the umbrella of state government legislation, including the *Environment Protection Act 1993* and the *Green Industries SA Act 2004*. Council is also responsible for localised education programs as well as its own consumption and the level of waste generated from its operations.

Waste and recycling industry

The waste industry is responsible for waste management services including, collection, transportation, sorting, processing and disposal. They operate recycling facilities and processing plants, manage landfill sites and ensure compliance with environmental regulations. They also collaborate with governments and businesses to improve waste management practices and make important infrastructure and technology decisions.

Business and industry

Business and industry have the ability to influence the amount of waste generated as a result of the consumption of their products and services as well as their own operations. They also play a key role in the development of a sustainable circular economy through the design of their products and services and the use of recycled material in their manufacture. Decisions made at the design phase influence how long something lasts, what it is made of, if it can be repaired, and what happens to it at the end of life. According to the Helen MacArthur Foundation, '80% of a product's environmental impact is influenced by decisions made at the design stage.'

Community

Residents have the ability to avoid and minimise waste generation through their purchase decisions, reuse practices and waste disposal and recycling activities. Their decisions can have a significant influence on the operation of many other entities, including our City's waste management service structure, performance and cost.

What you can do

Here are a few ways you can reduce the amount of waste you generate:

- Buy only what you need and avoid purchasing single-use items.
- Buy durable, reusable and recyclable products that contain higher levels of recycled content and are recyclable.
- Embrace secondhand and buy, borrow, swap, rent and sell used items.
- Place items in the right bins and ensure hazardous items are disposed of correctly.
- Compost your own food waste using a compost bin or worm farm.

Legislative framework

Our Waste and Resource Recovery Strategy is guided by a comprehensive framework of national, state and local policy, legislation and strategy. The directions, targets and objectives outlined in these documents will guide our approach.

National

- **National Waste Policy: Less waste, more resources 2018 and the National Waste Policy Action Plan 2019**

The *National Waste Policy 2018* and *National Waste Policy Action Plan 2019*, together set a unified direction and framework for collective action on waste management and resource recovery in Australia to 2030.

The policy lists five key principles to achieve sustainable waste management and transition towards a circular economy:

- Avoid waste
- Improve resource recovery
- Increase use of recycled material and build demand and markets for recycled products
- Better manage material flows to benefit human health, the environment and the economy
- Improve information to support innovation, guide investment and enable informed consumer decisions.

- **National Food Waste Strategy**

The *National Food Waste Strategy* provides a framework to support collective action towards halving Australia's food waste by 2030. Many initiatives are already underway to tackle this issue.

- **National Plastics Plan 2021**

The *National Plastics Plan 2021* outlines an approach to address the challenges posed by plastic waste and pollution. The plan aims to increase plastic recycling, find alternatives to unnecessary plastics and reduce the impact of plastics on the environment.

- **Recycling and Waste Reduction Act 2020**

The *Recycling and Waste Reduction Act 2020* provides a new framework for managing Australia's recycling and waste reduction objectives.

A key objective of the Act is to encourage the development of a circular economy, including through product stewardship arrangements, that maximises the continued use of products and waste materials over their life cycle. The Act provides for three levels of product stewardship: voluntary, co-regulatory and mandatory.

The Act also establishes a framework to regulate the export of waste materials, including the export of glass, plastics, tyres, paper and cardboard, and hazardous waste. These bans have accelerated the development of local waste markets.

National targets

2023

- A product stewardship scheme for solar panels to be operational.
- A product stewardship scheme for child car seats to be operational.
- At least 80% of supermarket products to display the Australasian Recycling Label.

2024

- Ban export of unprocessed paper and cardboard.

2025

- Phase out problematic and unnecessary single-use plastics.
- 100% of all plastics will be reusable, recyclable or compostable.
- 70% of plastic packaging is recycled or composted.
- 50% average recycled content will be included across all packaging (20% for plastic packaging).

2030

- 10% per person reduction in total waste generated in Australia.
- 80% average recovery rate from all waste streams.
- Halve the amount of organic waste sent to landfill.
- Halve Australia's food waste.

Other

- Significantly increase the use of recycled content by governments and industry.
- Make comprehensive, economy-wide and timely data publicly available to support better consumer, investment and policy decisions.

State

• Environmental Protection Act 1993 and associated regulations

The *Environmental Protection Act 1993* provides a broader framework for the protection of the environment in South Australia which includes, but is not limited to, the management of waste.

• Local Government Act 1999

The *Local Government Act 1999* prescribes the roles the City of Tea Tree Gully can play in relation to waste management which include service provision, regulation, education, advocacy and asset provision.

• Environmental Protection (Waste to Resources) Policy 2010

The *Environmental Protection (Waste to Resources) Policy 2010* provides specific guidance to councils and other organisations in the waste management industry when it comes to handling and processing waste.

Clause 10(2) currently mandates that councils in metropolitan Adelaide must provide a weekly general kerbside waste collection service (other than for recyclable waste or vegetative matter).

This policy is currently under review.

• Green Industries SA Act 2004

The *Green Industries SA Act 2004* is the main legislative instrument which guides the performance of South Australia's waste management industry.

Part 4 of the Act requires Green Industries SA to develop a waste strategy for the state, at least every five years. The current strategy period concludes in 2025.

- **Supporting the Circular Economy – South Australia's Waste Strategy 2020-2025**

South Australia's Waste Strategy 2020–2025 emphasises the transition to a circular economy, where resources are used efficiently, waste is minimised, and materials are reused, recycled or repurposed.

The strategy focuses on implementing initiatives such as improved waste infrastructure, promoting product stewardship, enhancing resource recovery capabilities, and fostering innovation in waste management. It also emphasises community engagement, education, and collaboration with industry and stakeholders to drive behavioral change.

- **Valuing Our Food Waste – South Australia's Strategy to reduce and divert household and business food waste 2020–2025**

South Australia's food waste strategy aims to tackle the environmental, economic, and social impacts of food waste. The key objectives include raising awareness about food waste, promoting behavior change, improving waste infrastructure, and fostering collaboration between government, industry, and communities.

- **Single-use and Other Plastic Products (Waste Avoidance) Act 2020**

The Act prohibits the sale, supply or distribution of single-use plastic products.

- **Single-use and Other Plastic Products (Waste Avoidance) Regulations 2021**

This legislation prohibits the sale, supply and distribution of certain single-use plastic products and establishes a framework for adding other products in the future.

- **Plastic Shopping Bags (Waste Avoidance) Act 2008**

The Act governs (restricts) the use of lightweight, checkout-style plastic bags.

- **Local Nuisance and Litter Control Act 2016**

The Act formalises the role of Local Government in managing local nuisance issues such as litter and illegal dumping.

- **Planning Development and Infrastructure Act 2016**

This is the principle Act for matters related to the use, management, and development of land and buildings.

State targets

2023

- 60% diversion – Household bin systems
- 65% diversion – All municipal solid waste
- 85% diversion – Commercial & industrial
- 90% diversion – Construction & demolition

2025

- 70% diversion – Household bin systems
- 75% diversion – All municipal solid waste
- 90% diversion – Commercial & industrial
- 95% diversion – Construction & demolition
- 100% of packaging in South Australia is recyclable, compostable or reusable

2030

- Zero avoidable waste to landfill
- 5% per person reduction in total waste generated from a 2020 baseline
- 50% reduction in food waste by 2030

Local

- **City of Tea Tree Gully Strategic Plan 2025**

The Strategic Plan 2025 articulates Council's vision for "a thriving community with a quality lifestyle that values its people and natural environment".

The plan provides specific objectives under aspiration 2 that relate to the provision of waste management services and the consumption of natural resources.

- **Waste Management Policy**

The City of Tea Tree Gully's *Waste Management Policy* guides Council's activities in relation to kerbside waste collection and recycling. The policy also confirms Council's intention to pursue the goals and targets set by the state government.

The current policy will be reviewed following adoption of this strategy by Council.

- **Other related policies**

- Asset Management Policy
- Procurement Policy
- Risk Management Policy

Challenges and opportunities

The challenges and opportunities outlined in this section are the drivers for change in waste management and resource recovery at a local, state and national level. These changes provide us with opportunities to diversify, enhance and innovate to ensure long-term success.

Challenges

The linear economy

The traditional economic system of 'take-make-dispose' poses a number of environmental issues. In this system, resources are extracted from the environment, transformed into products, used briefly, and then discarded as waste. A more sustainable and circular model of production and consumption is required to address issues surrounding resource depletion, energy consumption, greenhouse gas generation, landfill capacity and the environmental contamination.

Landfill capacity

As the population and waste generation continue to increase, landfill capacity is being stretched, with several sites reaching their capacity and being closed to new waste. The diminishing availability of suitable landfill sites calls for innovative waste management strategies, such as waste-to-energy, to divert non-avoidable waste from landfills.

Solid waste levy

The solid waste levy is a tax applied by the state government to encourage the diversion of waste from landfill. The levy, which is paid by Council to the state government, has more than tripled over the past decade, and will likely continue to increase. Despite this substantial rise, we have not seen a comparable reinvestment in resolving the many waste management challenges in South Australia.

For metropolitan Adelaide, the solid waste levy for 2023–2024 is \$156 per tonne – that's an increase of \$7 (4.7%) per tonne in just 12 months (\$149 in 2022–2023). In 2012–2013 it was just \$42 per tonne. That's a 271% increase over the past decade.

Ambitious waste targets

A 'business as usual' approach will see us fail to contribute to achieving the ambitious targets set by the Australian and South Australian governments. A long-term, data-driven, multi-pronged approach is required to drive behaviour change. This must be matched by a flexible legislative framework, a revised kerbside collection model, and equitable access to waste management services. Increased collaboration between research institutions, the industry, private enterprise, the community and government is also required.

Transitioning to a circular economy

The circular economy has joined the waste hierarchy as a priority of *South Australia's Waste Strategy 2020-2025*. The progressive transition to a circular economy will take some time and will require increased investment in infrastructure, demand for sustainable products made from recycled materials, and substantial consumer behaviour change.

Infrastructure capability and capacity

Waste and resource recovery and infrastructure planning and investment will play an important role in supporting future industry development and transiting to a circular economy.

Green Industries SA's *Waste and Resource Recovery Infrastructure Plan* projects the investment required for waste management and resource recovery infrastructure over the next 10–30 years.

Government grant programs seek to support innovation and investment in infrastructure that expand the state's and country's capacity to sort, process and re-manufacture recycled materials.

Commodity pricing and markets

While South Australia's resource recovery industry is well established, with around 88% of all recovered material reprocessed locally, 5% interstate and 7% overseas (Rawtec 2020), restrictions on the trading of recycled commodities, material price volatility and demand can impact the viability of the state's recycling businesses and the cost to Council. Limited end-markets for low-quality recyclables locally and nationally, along with the cost of using virgin materials vs recycled materials, also pose a challenge.

Waste export bans

In March 2020, the Australian, state and territory governments, and the Local Government Association of Australia agreed that the export of waste glass, plastic (including processed engineered fuel), tyres and paper be regulated by the Australian Government.

These regulations effectively prohibit the export of specific raw (unprocessed) materials collected for recycling. Any materials that have been re-processed and turned into other 'value-added' materials (those ready for further use) can still be exported under the law.

In 2021, a ban on the export of unprocessed waste glass, plastic and tyres was introduced. Regulation of waste paper and cardboard will commence 1 July 2024.

The export of properly processed waste glass, plastic, tyres and paper, will prevent these materials from being dumped overseas, reducing harm to the environment and human health.

Greenwashing

Greenwashing is the process of conveying a false impression or misleading information about the environmental credentials of a product or service. As the use of environmental and sustainability claims become increasingly common in the marketing of consumer goods and services, so too is the concern that many of these claims may be false, misleading or have no reasonable basis. This applies equally to claims made by service providers within the waste industry. These deceptive claims undermine the genuine efforts to address the environmental impacts of waste disposal and recycling.

Population growth and changing consumer habits

Population growth, urbanisation, and changing consumer habits will affect the amount of waste and recyclable material produced by our community. This, in turn, will impact the sustainability of our waste infrastructure.

At the same time, product design and advanced manufacturing have contributed to the development of products that are much more complex to re-process, often leading to new waste streams that need to be managed. This includes trends such as complex packaging, growth in e-waste, increased adoption of solar panels and batteries, as well as a shift away from fibres and metals to complex plastics. Effective management of these waste streams is required.

Carbon emissions

Australia has committed to reducing greenhouse gas emissions under international agreements. This commitment further drives the need to address emissions from various sectors, including waste management. Carbon emissions regulations create a framework that encourages a shift towards more environmentally friendly waste management.

Opportunities**Advanced waste processing**

A number of advanced waste processing technologies have been used globally to recover recyclable material and produce electricity, gas, liquid fuel and solid fuel from waste. These technologies provide an opportunity to divert waste from landfills, reduce greenhouse gas emissions, recover valuable resources, and contribute to a more sustainable waste management system.

While there are a number of major projects under development across Australia, we must ensure that these processes are properly regulated to minimise any potential negative environmental or health impacts, avoid potential impact on recycling rates, and the need for careful waste selection to avoid the incineration of recyclable or valuable material.

System optimisation

Implementing effective source separation programs and optimising waste collection routes and schedules can improve the efficiency of waste collection and increase the quality and quantity of recyclables recovered.

Hazardous waste management

Proper handling and disposal of hazardous waste necessitate specialised facilities and awareness programs targeting businesses and households. Opportunities lie in partnerships with state government and industry experts as well as promoting responsible waste disposal practices.

Waste data management

Enhancing waste data collection, analysis, and reporting enables evidence-based decision-making and performance monitoring. Opportunities lie in investing in waste management data systems and promoting better data sharing among stakeholders.

Product stewardship and extended producer responsibility

Product stewardship and extended producer responsibility schemes support the environmentally sound management of products and materials over their life, including the development, design, creation, production, assembly, supply, use or re-use, recovery, recycling or disposal of the product.

Under these schemes, everyone who imports, designs, produces, sells, uses and disposes of products has a shared responsibility to reduce the environmental and human health and safety impacts of those products.

These schemes typically involve the establishment of collection and recycling services funded by product manufacturers and retailers, so consumers can access a convenient recycling service at no cost to themselves or to the local authority.

Product stewardship schemes in Australia can vary in terms of their scope, target products, and operational mechanisms. Examples of specific schemes include the National Television and Computer Recycling Scheme, MobileMuster for mobile phones, DrumMuster for agricultural chemical containers, Cartridges 4 Planet Ark for printer cartridges, and Bounceback for mattresses.

Container deposit scheme extension

South Australia's container deposit scheme (CDS) is one of the longest running and successful product stewardship schemes in Australia. Under the CDS about 600 million beverage containers (more than 40,000 tonnes) are returned by South Australians for refund and recycling each year.

A review of the scheme may see the scope expanded to incorporate a wider range of beverage containers. Such a change may result in greater diversion of beverage containers away from the current kerbside bin system.

Plastic bans

South Australia's *Single-use and Other Plastic Products (Waste Avoidance) Act 2020* is a legislation aimed at reducing the use and impact of single-use plastics. The Act prohibits the supply, sale, or distribution of certain single-use plastic products such as straws, cutlery, beverage stirrers, polystyrene cups, bowls, plates and clamshell containers and oxo-degradable plastic products.

A further three product bans have been flagged by the state government. These bans will be progressively implemented between now and 1 September 2025.

- **1 September 2023**

Single-use plastic bowls and plates, plastic stemmed cotton buds and plastic pizza savers.

- **1 September 2024**

Plastic produce bags, thick supermarket or boutique-style plastic bags, other expanded polystyrene consumer food and beverage containers, plastic confetti, plastic balloon sticks/ties, plastic bread tags, single use plastic beverage containers (including coffee cups) and single-use plastic food containers.

- **1 September 2025**

Plastic fruit stickers, plastic soy sauce fish and pre-packaged and attached products (eg products that contain plastic straws or cutlery).

The Act also includes provisions for product stewardship schemes, encouraging manufacturers and retailers to take responsibility for managing the life cycle of their products.

Community support

Substantial community support for more sustainable waste management practices provides a solid platform through which to drive positive change.

Food waste

Food waste is a significant issue in South Australia, with a considerable amount of edible food being discarded each year. According to the National Food Waste Strategy, the value of the food wasted by Australian households is estimated to be somewhere between \$2,200 and \$3,800 per household annually.

While there is a level of “unavoidable” food waste associated with food preparation and consumption, most of this organic material is going to landfill. By weight, food waste makes up about 50% of the material collected through the City of Tea Tree Gully’s red-lid general waste bin. This material could be composted avoiding the Solid Waste Levy being applied to every tonne.

The Australian Government’s National Food Waste Strategy seeks to achieve a 50% reduction in food waste by 2030. The need to address food waste is also emphasised in Australia’s *National Waste Policy* and the *National Waste Policy Action Plan*. Food waste is also a key pillar in *South Australia’s Waste Strategy 2020–2025* and is the focus of *Valuing Our Food Waste: South Australia’s strategy to reduce food waste*.

Behaviour change

While changing behaviour plays a crucial role in waste management and resource recovery, it takes time and sustained effort to shift ingrained habits, counter resistance to change and address cultural and social factors.

Behaviour change requires a long-term, multi-faceted approach involving changes to policy and legislation, awareness campaigns, accessible infrastructure, incentives and disincentives, as well as collaboration between government, businesses, and community organisations to create a supportive environment for sustainable waste practices.

Illegal dumping

Illegal dumping refers to the unauthorised disposal of waste in areas such as public spaces, vacant lots, bushland, or waterways. It is a major concern and poses significant environmental, social and economic challenges. It also impacts on the aesthetic appeal of our City.

Tackling illegal dumping requires stronger enforcement, surveillance, and public awareness campaigns. Opportunities exist to engage communities in reporting incidents and implementing targeted clean-up initiatives.

Collaboration

Through collaboration, common problems can be tackled with shared solutions, risks can be shared amongst collaborators and large-scale projects become more doable, having meaningful impact and maximising effectiveness. This includes other local governments, state government, private enterprise and our community. Building on existing partnerships and creating new connections will help us work towards our low waste and circular economy future.

Technology

The integration of smart technology offers significant potential to streamline operations, increase recycling rates, reduce waste, and contribute to a more sustainable and efficient waste management system. From using AI-powered systems to sort waste and AI algorithms to predict future waste generation patterns to smart bins that send alerts when full and web-based platforms to facilitate education and behaviour change, embracing smart technologies has many benefits.



Item 11.1

Attachment 1

Our city

Population growth, urbanisation, and changing consumer habits will affect the amount of waste and recyclable material produced by our community. This, in turn, will impact the sustainability of our waste infrastructure. Understanding our community will help us build a resilient waste and resource recovery system and improve the amenity and livability of our city.

City profile

Total land area:

9,521 hectares

- 66% urban area
- 33% rural area

Open space:

1,305 hectares

Parks and reserves:

606

Trees:

500,000+

Sealed roads:

578 km

Economic profile

Gross domestic product:

\$3.4 billion in 2021

Registered businesses:

5,499

Jobs in CTTG:

25,879

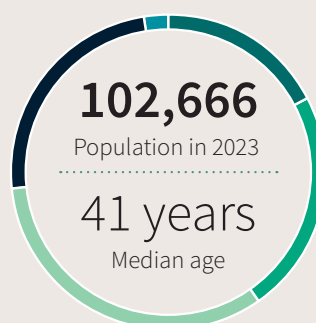
Employed residents:

50,906

Household income:

\$2,138 median per week

Community profile

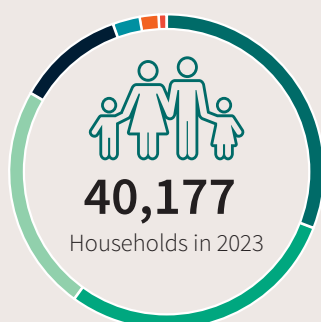


Population in 2033: 106,424

Population in 2043: 110,302

Over the next 20 years:

- The City of Tea Tree Gully's population is forecast to have an annualised growth rate of 0.36%.
- Older workers aged 50-64 will represent the largest portion of the population.
- The age group that will experience the largest change are those aged 80+, which will almost double.
- With new housing proposed at the urban fringe, our population is likely to increase by about 1,500 residents.



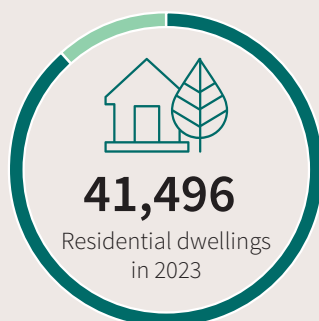
- Couple family with children (12,389)
- Couple family no children (11,535)
- Lone person household (9,292)
- One parent family (4,480)
- Multiple family (1,068)
- Group household (757)
- Other family (328)

Households in 2033: 41,788

Households in 2043: 43,650

Over the next 20 years:

- City of Tea Tree Gully households are forecast to have an annualised growth rate of 0.46%.
- Couples with no children and lone person households are forecast to increase.
- Couples with no children will become the largest household type in the City of Tea Tree Gully.



- Separate house (36,721)
- Medium density (4,734)

Residential dwellings in 2033: 43,546

Residential dwellings in 2043: 45,471

Over the next 20 years:

- Separate house dwellings will continue to represent the largest portion of dwellings in the City of Tea Tree Gully, accounting for about 86.7% of all dwellings in 2043.
- It is expected that about 500 new homes will be built in the north-east of the city.

Live in separate house dwellings:

92.6%

Average occupancy rate:

49.5%

Family households:

71.5%

Families with children:

17,340

Own two motor vehicles

37.5%

Residents born overseas:

27.3%

Residents with tertiary qualifications:

49.5%

Residents employed

62.2%

Speak English at home:

82.3%

Speak other languages at home:

17.7%

Top 5 languages spoken other than English:

- Punjabi (1.6%)
- Italian (1.4%)
- Mandarin (1.2%)
- Arabic (0.7%)
- Hindi (0.7%)

Service provision

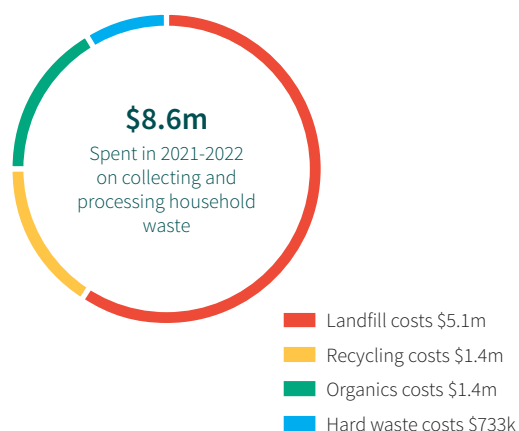
The City of Tea Tree Gully provides residents with one of the most comprehensive waste and recycling service offerings in metropolitan Adelaide.

In addition to the three-bin kerbside waste and recycling service, we provide a wide range of waste management services. These include hard waste collection, drop-off services, removal of illegal dumping, managing and removing litter from public places, ensuring new developments plan for waste management as well as waste education.

Waste management is one of the most costly services Council provides, accounting for about 10% of total revenue.

The Solid Waste Levy is a state government fee Council pays to send waste to landfill. This charge makes up about 30% of the total annual cost of collecting and processing household waste. That's about \$2.8 million in fees, much of which could be avoided by putting items in the right bin.

Council does not pay the Solid Waste Levy on material placed in the recycling bin or the green organics bin.



Kerbside collection services

Residential properties and some businesses are provided with a three-bin kerbside collection system as part of their standard rateable entitlement.



The red-lid general waste bin is collected weekly, with alternating fortnightly collections for the yellow-lid recycling bin and green-lid food and organics bin.

Residents can request additional bins and collections for an added cost. From 1 July 2023, the one-off hire fee and yearly collection fee for an additional yellow-lid recycling bin or green-lid food and green organics bin will be removed.

Mini munchers

Households can request a free Mini Muncher kitchen caddy, which comes with a year's supply of compostable bin liners. We have distributed more than 25,000 Mini Munchers since their introduction in 2015.

Additional compostable bin liners are available for collection free of charge from the City of Tea Tree Gully Civic Centre.

All new dwellings are provided with a kitchen caddy and compostable bags as part of their kerbside bin system.

Hard waste service

Residents are entitled to two free hard waste collections per year. This service is provided for those items which are too big to dispose of through the kerbside collection service.

Up to two cubic metres of hard waste may be disposed on each occasion.

Enviro Care

We conduct about 20 Enviro Care events per year on select Wednesdays and Sundays. Enviro Care provides a free green waste drop-off event for leaves, lawn clippings and branches (up to 20 cm in diameter).

Hazardous household waste

Residents can access the free metropolitan drop-off locations for hazardous waste items such as paints, acids, chemicals, cleaners, poisons, engine oils, gas cylinders and light globes.

The NAWMA Resource Recovery Centre in Edinburgh North and the Campbelltown Works Depot in Campbelltown are the closest drop-off facilities for City of Tea Tree Gully residents.

Batteries, mobile phones and printer cartridges can be dropped off at the Tea Tree Gully Civic Centre for recycling.

Public place services and litter

We provide about 485 waste bins along public streets and in parks and reserves. The majority of these bins are for general waste (477), with some recycling (4) and food and organics (4) services provided.

These facilities play a critical role in improving environmental amenity, as well as providing residents with the opportunity to dispose of waste

and recycling away from the home. Unfortunately, litter is still an issue in our City.

In the past few years, Council has introduced 13 compactor bins to better manage waste at Civic Park, Goldenfields and Waterworld.

In addition to this, we provide street sweeping services and regular cleaning of parks, reserves and sporting fields.

Illegal dumping

Illegal dumping relates to material that is larger than litter and most commonly includes household waste, mattresses, furniture, white goods and building materials. Illegal dumping occurs at parks, charity bins, public places and the kerbside.

This issues result in a loss of amenity and poses a threat to both human and environmental wellbeing.

In 2021–2022 we cleaned up a number incidents of illegal dumping. The material from these collections is taken to a recycling facility and sorted to ensure that as much of the material as possible is recycled.

Waste performance

Over the past decade, the population of the City of Tea Tree Gully has grown by 4.2% (4,108 residents). Over the next decade, the population is forecast to increase by a further 3.7% (3,758 residents) and the number of dwellings by 5.4% (2,222).

Over the same period of time, our economy has also expanded. It currently supports 25,879 jobs and has an annual economic output of \$6,436 billion (Remplan).

Population growth and a prosperous economy are intrinsically linked to waste generation. More people means more waste generated and a more prosperous economy means this waste generation is not just contained to the household.

The two key considerations for Council are as follows:

- The total amount of waste generated
- How much waste is being recovered

Household bins

Household waste generation

Over the past decade, the total amount of household waste generated in the City of Tea Tree Gully has increased by 9.8%, from 37,195 tonnes in 2012–2013 to 40,825 tonnes in 2021–2022. Over the same period, the number of serviceable bins also increased by 8.1%.

Table 1: Comparison of the number of bins and waste collected in 2021–2022 and 2012–2013.

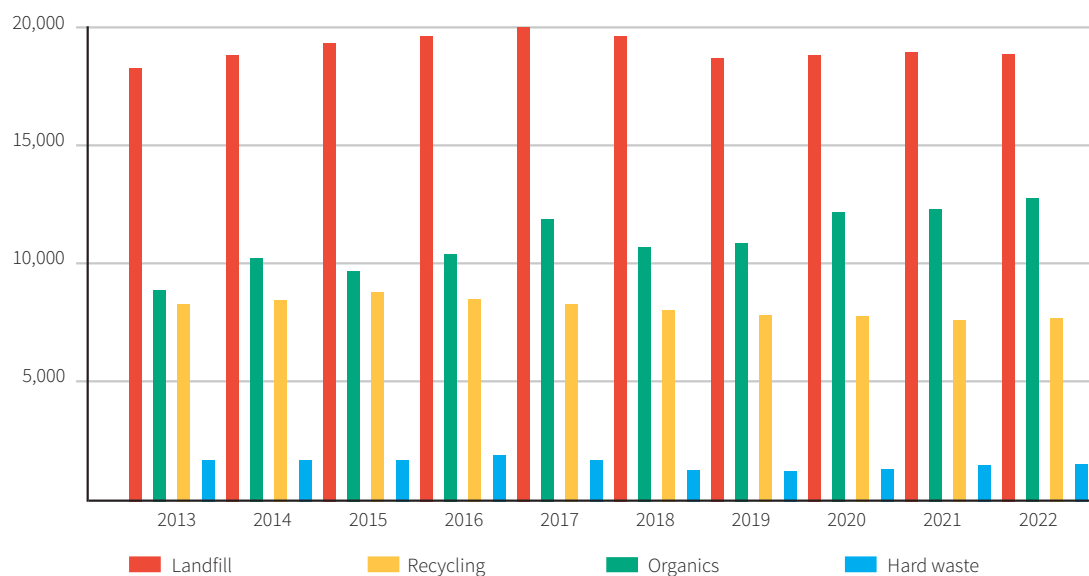
2021–2022

	Landfill	Recycling	Organics	Hard waste	Total
Bins	43,399	42,985	43,238	-	129,622
Tonnes	18,809.3	7,695.4	12,760.5	1,559.8	40,825

2012–2013

	Landfill	Recycling	Organics	Hard Waste	Total
Bins	40,225	40,106	39,568	-	119,899
Tonnes	18,244.9	8,317.8	8,905.2	1,727.1	37,195

Figure 6: Household waste generation 2012–2013 to 2021–2022



While waste to landfill experienced a slight increase (3%), the biggest change has been in the collection of organic waste through the green-lid food and organics bin, which increased by 43%. This is likely due to the progressive adoption of green-lid food and organics bins and Mini Muncher kitchen caddies.

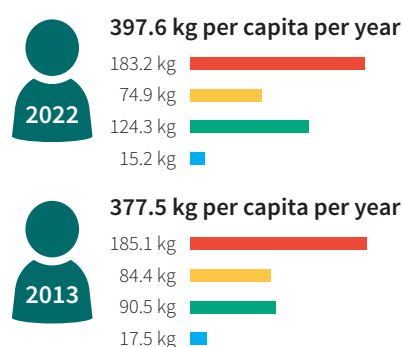
Despite a slight increase in waste to landfill over the past decade, we have seen some positive signs, with a 2.6% decline in total household waste generation since its peak of 41,904 tonnes in 2016-2017. The introduction of a targeted waste education campaign in the same year has positively impacted this result and contributed to a 5.8% decline in waste to landfill.

The COVID-19 pandemic has resulted in a slight increase in household waste generation with more people working from home and the introduction of additional new waste materials. However, we are now starting to see a progressive decline with fewer residents working from home.

Waste generation per capita

Over the past decade the amount of waste generated per capita has increased by an average of 20 kg (5%) per person.

Figure 7: Comparison of waste generation per capita per year between 2021-2022 and 2012-2013



While the amount of waste generated per capita may have increased, the profile of that waste has changed. What we can see from figure 5 is a substantial increase in the use of the green-lid food and organics bin and a decline in usage of the yellow-lid recycling bin.

This is consistent with the bin collection data, which show a 43.3% increase in the number of green-lid food and organics bins collected annually over the past decade. Over the same period, the total number of yellow-lid recycling bin collections has increased by 8.2% and red-lid general waste bin collections by 7.4%.

Figure 8: Household bin collections



Despite increasing presentation of the red-lid general waste bin, we have seen the average weight of the bin decrease by 5% (0.5 kg), from about 10 kg per collection in 2012-2013 to 9.5 kg in 2021-2022 (see table 2).

Over the same period of time, we have seen a 14.4% (1.4 kg) decrease in the average weight of the yellow-lid recycling bin per collection.

The average weight of the green-lid food and green organics bin has remained relatively steady.

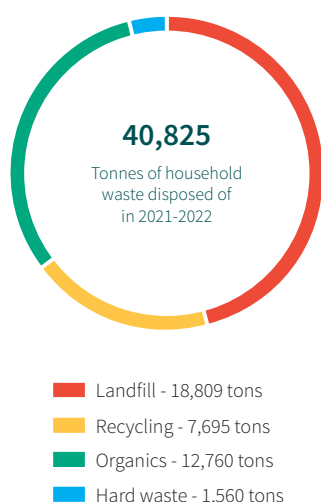
Table 2: Comparison of the average bin weight per collection between 2021–2022 and 2012–2013.

	Landfill	Recycling	Organics
2021–2022	9.5 kg	8.3 kg	17.3 kg
2012–2013	10 kg	9.7 kg	17.3 kg

Waste diversion

Almost half (49.89%) of the 40,825 tonnes of household waste disposed of by our community in 2021–2022 was sent to landfill.

Figure 9: Breakdown of total household waste generated in 2021–2022.



This puts the average diversion rate for the City of Tea Tree Gully at 50.11%. This means that just half of the household waste our residents produce is actually recycled.

While the diversion rate has improved incrementally over the past decade, we have a substantial amount of work to do as a City to achieve the current state target of 75% of household waste diverted from landfill. We have even more work to do to reach the national diversion target of 80%.

Table 3: Household waste diversion rate including hard waste

	CTTG	Metro SA	Target
2012–2013	46.30%	48.7%	75%
2013–2014	47.68%	49.4%	
2014–2015	46.74%	47.8%	
2015–2016	46.76%	48.2%	
2016–2017	48.45%	49.9%	
2017–2018	47.29%	48.2%	
2018–2019	48.40%	48.7%	
2019–2020	49.78%	50.5%	
2020–2021	49.39%	50.6%	
2021–2022	50.11%	N/A	

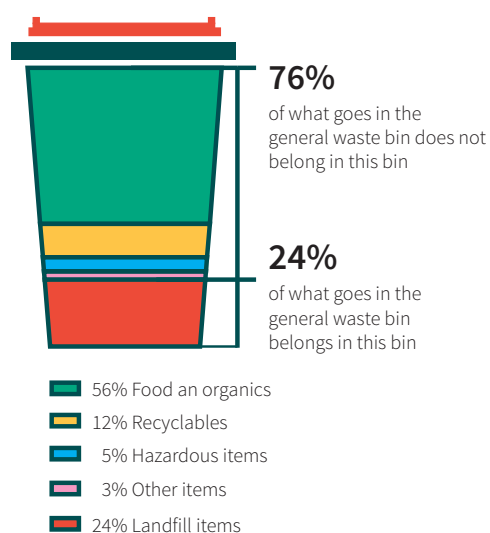
The red-lid general waste bin

According to the 2019 kerbside bin audit, just over three quarters (76% by weight) of the items found in the general waste bin could be diverted from landfill. These items could be recycled or do not belong in the bin at all.

This means around 14,295 tonnes of resources were sent to landfill unnecessarily in 2021–2022. The disposal of this organic, recyclable and hazardous material cost the community about \$2.13 million in avoidable solid waste levy charges for that year..

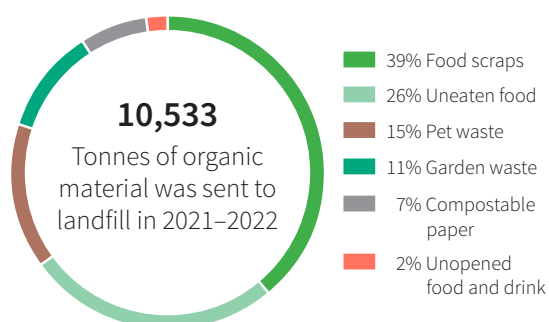
The solid waste levy is more than three times that of the cost to dispose of food and organic material through the green-lid food and organics bin and about two times the cost of disposing of recycled material through the yellow-lid recycling bin.

The high volume of recyclable material found in the red-lid general waste bin indicates one of two things, either a lack of awareness or a level of entrenched behaviour. Addressing bin contamination requires public education, improved sorting systems, and stricter enforcement of disposal guidelines.

Figure 10: Bin composition based on 2019 kerbside bin audit**The organic opportunity**

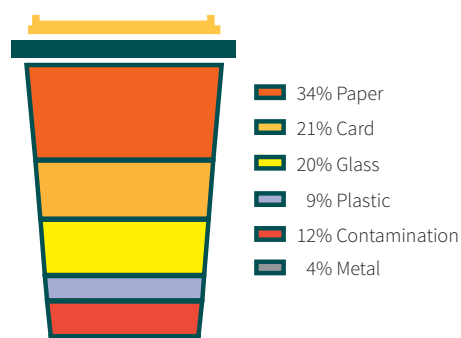
In 2021–2022, about 56% of the landfill bin was organic material such as food scraps, uneaten food, pet waste, garden waste and compostable paper. That's 10,533 tonnes of organic material that could have been placed in the green organics bin and used to make compost.

Putting these items in the green-lid food and organics bin could have saved about \$1.5 million in avoidable solid waste levy fees.

Figure 11: Breakdown of organic material found in the red-lid general waste bin**The yellow-lid recycling bin**

In 2021–2022, about 7,695 tonnes of recyclable material was collected through the recycling bin. That's about 75 kg of recyclable material per person.

About 12% of what is placed in the recycling bin does not belong in this bin. This mainly includes plastic bags, polystyrene, clothing and building material.

Figure 12: Bin composition based on 2019 kerbside bin audit

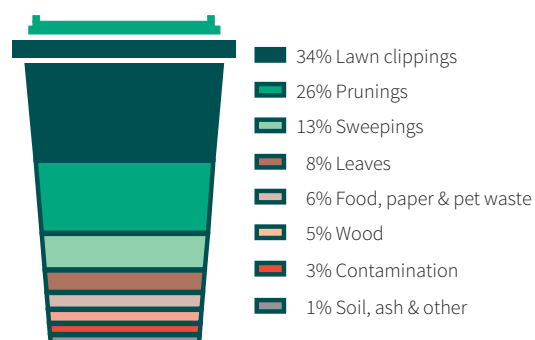
The green-lid food and organics bin

In 2021–2022, about 12,760 tonnes of organic material was collected through the organics bin. That's about 126 kg of organics per person.

Garden material makes up about 91% of the organic material recycled through the organics bin. Less than 6% is food scraps and pet waste.

About 3% of what is placed in the green-lid food and organics bin does not belong in this bin. This mainly includes plastic bags, soil, treated timber and building materials.

Figure 13: Bin composition based on 2019 kerbside bin audit



Business bins

Businesses in the City of Tea Tree Gully that generate a small amount of waste, similar to a residential premise are provided with a 140 litre red-lid general waste bin, a 240 litre yellow-lid recycling bin, and a 240 litre green-lid food and organics bin.

The collection frequency is the same for both businesses and residential bins.

An audit of business's red-lid general waste bins and yellow-lid recycling bins in 2019 found:

- Businesses disposed of more material per collection than households.
- On average about 64% of the material found in the red-lid general waste bin could be diverted from landfill. These items could be recycled, composted or do not belong in the bin at all.
- In general, business red-lid general waste bins contained more recyclable material and less organic material than household bins.
- The composition of business waste varied considerably with business type as did the waste performance.

Figure 14: Bin composition based on 2019 kerbside bin audit

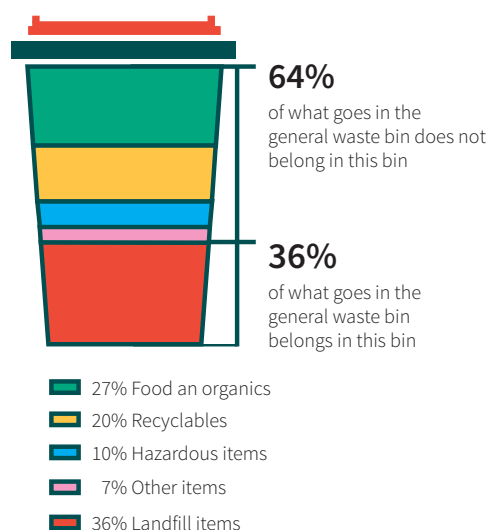
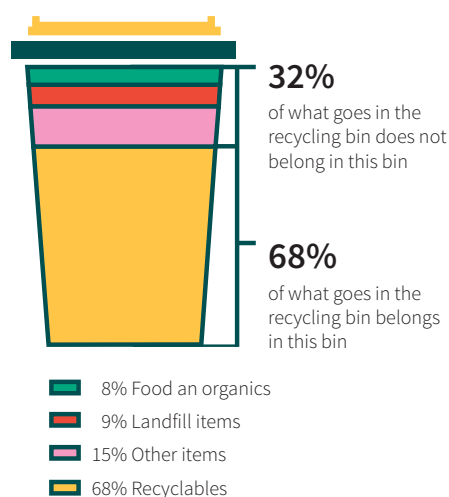


Figure 15: Bin composition based on 2019 kerbside bin audit



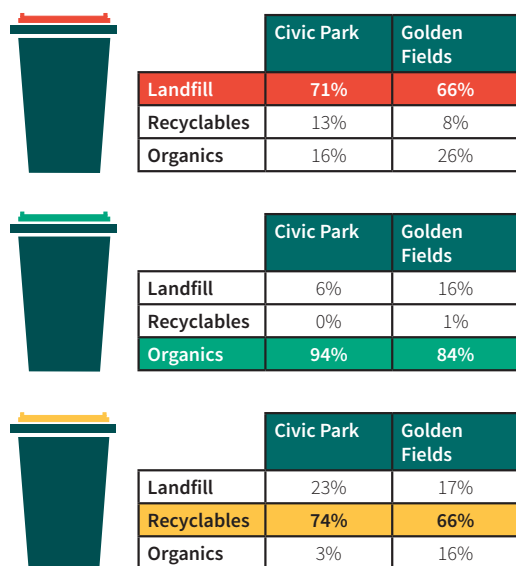
Public place bins

Council provides about 485 waste bins along public streets and in parks and reserves. The majority of these bins are for general waste, with some recycling and food and organics services provided.

In 2020, Council conducted an audit of its bins at Civic Park and Golden Fields Reserve. The audit showed that where the three-bin system is used to encourage source separation, the dominant material for each bin matched the desired stream. However, contamination still remains high.

The three-bin system found in our public places is the same as the household system. Its introduction is designed to reinforce behaviours that support improved recycling.

Figure 16: Bin composition based on 2021 waste reduction services bin audit



Where a single stand-alone bin was used, these bins contained a greater percentage of compostable and recyclable material. Anywhere between 54% and 35% by weight of the material contained in the audited bins at Golden Fields Reserve was either compostable or recyclable.

When the material contained in the yellow-lid recycling and green-lid food and organics bins are highly contaminated they will likely be sent to landfill.

Where our waste goes

We have the following waste collection and processing contracts in place to manage waste in the City of Tea Tree Gully.

- The collection of landfill, commingled recycling and food and organics from households, businesses and public areas is contracted to Solo Resource Recovery. As is the collection of hard waste and some illegal dumping.
- Landfill disposed of through the red-lid general waste bin is processed by Cleanaway and is disposed of at the Inkerman landfill.
- Recyclable material in the yellow-lid recycling bin is sent to NAWMA's (Northern Adelaide Waste Management Authority) materials recovery facility in Edinburgh North.
- The organic material in the green-lid food and organics bin is sent to Jeffries in Buckland Park, where it is turned into high-quality nutrient-rich compost.

Council's contract for landfill processing concludes in late 2023, while all other contractual arrangements end in 2025.



Item 11.1

Attachment 1

Engagement

To better understand community, government and industry, we undertook a number of engagement activities to obtain feedback and ideas, increase awareness and strengthen relationships.

The development of our Waste and Resource Recovery Strategy was done with the involvement of the community, government and industry, with much of the feedback provided incorporated into this strategy.

As the Waste and Resource Recovery Strategy is likely to have a substantial impact on our community and the way waste is managed in our City, it was considered important to engage prior to the formulation of the strategy. These engagement activities were underpinned by Council's *Community Engagement Public Consultation Policy*.

Our engagement activities sought to do the following:

- Open up a dialogue with all stakeholders
- Build a better understanding of current behaviours, attitudes and perceptions
- Identify key challenges and opportunities
- Strengthen relationships and build awareness.

We received an overwhelming response to the engagement, with 1,420 valid survey responses from residents, businesses, community and sporting groups and local educational institutions. We also received a further 514 community contributions through our ideas walls.

Further, we met with more than 37 external and internal stakeholders, and reviewed more than 20 national and state policies, strategies, plans and research documents during this period to better understand the broader state of the industry.

Key findings

Our community strongly supports more responsible waste management, with 87% of respondents stating that reducing the amount of waste sent to landfill and recycling was either very or extremely important to them.

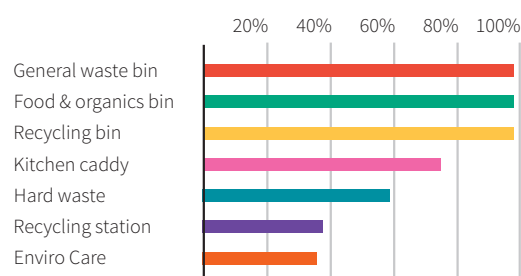
When asked why, respondents were mainly concerned with protecting the environment and preserving natural resources for future generations.

For others further down the importance scale, the 'busyness of life' became more of a factor as did confusion about what goes in which bin.

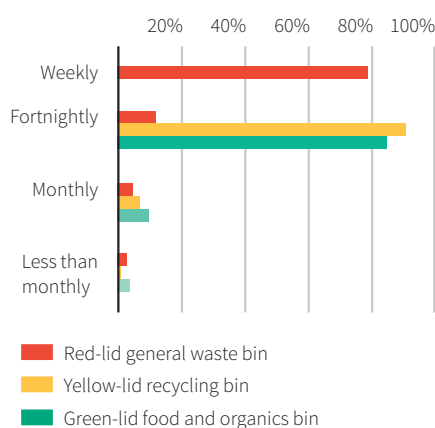
Bin usage

Respondents told us they actively use the three bin system, with 80% putting two of a possible three bins out for collection every week. Around three quarters use a Mini Muncher kitchen caddy and just over half had used Council's hard waste service in the past 12 months.

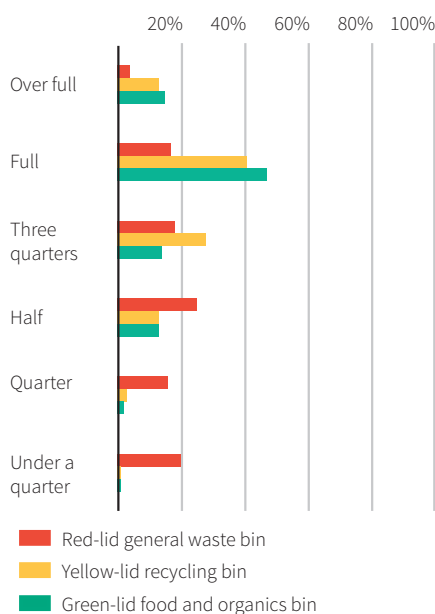
Figure 17: Waste and recycling services usage



Respondents mentioned around 30 other services provided by third parties that they used to recycle items such as e-waste, hazardous chemicals, clothing, blister packs, light bulbs and bread tags.

Figure x: Frequency of waste service usage

About 61% of respondents red-lid general waste bins were half-full or less, with just one in five either full or over full. In contrast, over half of all respondents yellow-lid recycling bins (54%) and green-lid food and organics bins (62%) were either full or over full.

Figure x: Average bin volume at time of collection

What's important to our community

When managing waste, respondents told us that the most important things were as follows:

- Knowing that what goes in your yellow-lid recycling bin and green-lid food and organics bins is actually recycled (51%).
- Avoiding the creation of waste and reducing the amount of waste sent to landfill (51%).
- Minimising the environmental impact of waste (38%).

Respondents also said they wanted additional options to dispose of items that do not belong in the curbside bin system (34%) and a more convenient waste disposal system (21%).

Similarly, respondents said the provision of additional options to recycle items that do not belong in the curbside bin system (64%) was the most important priority for Council. Assisting households and business to reduce waste to landfill (46%) and improving kerbside recycling options – eg the provision of a weekly organics bin collection (42%) were also considered top priorities.

Challenges and opportunities

Respondents provided a large volume of ideas and suggestions in relation to waste management. The top 5 themes can be broadly categorised as follows:

1. A soft plastic collection and recycling solution
2. Waste education and community assistance
3. Weekly green-lid food and organics bin collection and additional organic material recycling options
4. Provision of additional options to recycle items that do not belong in the curbside bin system
5. Collaboration between government and business to address issues such as packaging.

Ideas from the community

- 'Landfill isn't sustainable, It's not safe for us or the environment.'
- 'It's extremely important to reduce waste and divert our valuable resources from landfill. The resources are not finite. Our children and future generations deserve better and I firmly believe that every little thing we can all do will add up to making an important difference.'
- 'Costs need to be kept to a minimum, Council rates are already really high.'
- 'Fitting everything in recycle and green bin. Our green bin is always full to the brim.'
- 'There is too much waste coming into the home from packaging.'
- 'It's hard to figure out what goes in which bin sometimes and also hate putting things in the red bin when I feel it could be recycled.'
- 'I'd love a local campaign to improve recycled waste and reduce landfill, we should recruit champions like me in the community.'
- 'Change the green bin to weekly and the red bin to fortnightly.'
- 'The recycling of non-standard items like batteries, electronics etc.'
- 'Look into alternative recycling methods that may benefit the local community.'
- 'Have more businesses that actually recycle waste.'
- 'Structure council operations to embrace the Circular Economy and Zero Waste principles.'
- 'Reward ratepayers who demonstrate high achievement in recycling household waste.'
- 'Champion research and development.'
- 'More investment in grass roots community programs/projects.'





Item 11.1
Attachment 1

Item 11.1

Attachment 1





REPORT FOR

SERVICE REVIEW COMMITTEE
MEETING

MEETING DATE

05 JULY 2023

RECORD NO:
REPORT OF:
TITLE:

D23/46670
OFFICE OF THE CHIEF EXECUTIVE OFFICER
QUOTATIONS (PROCUREMENT) SERVICE REVIEW
PROJECT SCOPE

Item 11.2

PURPOSE

To provide the Committee with an opportunity to provide feedback in relation to the proposed Quotations (Procurement) Service Review Project Scope.

RECOMMENDATION

That having considered the report titled “Quotations (Procurement) Service Review Project Scope” dated 5 July 2023, that the Service Review Committee approves the Project Scope as detailed in Attachment 1.

1. BACKGROUND

The City Operations Opportunities Review, undertaken in 2022, identified nine (9) key recommendations. Recommendation 5 – **‘Review the end-to-end procurement process’ was identified to address process and capability improvement opportunities**, as well as to establish workflow processes and governance practices.

Additionally, an internal audit on quotations practise was undertaken in January 2023 (with a report containing agreed actions presented to the Audit & Risk Committee on **29 March 2023**). **While no ‘Extreme’ Or ‘High’ risks were identified as an outcome of this internal audit**, a number of findings and improvement opportunities were identified.

The findings and recommendations of the outcomes of both the City Operations review and the internal audit conducted in January 2023 are incorporated in this review.

The Quotations (Procurement) service review will:

- a. Identify process pain points and workflow inefficiencies, with a focus on reducing administrative burden through recommended technology improvement or process efficiency mapping.
- b. Review governance arrangements and procurement delegations to ensure they are assigned to role profiles, capabilities and capacity to perform the required tasks.

2. DISCUSSION

As an outcome of the abovementioned City Operations review and internal audit, this review will focus on the following quotations (procurement) processes:

- a. Purchasing activities and approvals, and
- b. Procurement exemptions.

The scope of this review will include assessment of:

- a. current procurement documentation to ensure it supports appropriate purchasing processes that are easily understood, and efficiently and accurately applied by staff,
- b. **key principles of Council’s Procurement Policy**,
- c. opportunities to improve purchasing approvals via electronic workflows and other process efficiencies,
- d. existing Tier 1 systems to record procurement and approval processes,
- e. management of high value / high risk purchases,

- f. current exemption process to ensure it enables efficient application and appropriate records management requirements are met, and
- g. procurement delegations to ensure they are appropriately assigned to role profiles to enable staff to perform procurement tasks.

This review will not assess procurement undertaken via VendorPanel (standing offers) or via Unsolicited Proposals.

3. FINANCIAL

Nil

4. STRATEGIC OBJECTIVES

Strategic Plan

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

Leadership	
<i>Leadership and advocacy is focused on the long term interests of the community</i>	Procurement via the quotations process will adhere to Council's Procurement Policy and relevant procedures, achieving best value for Council, whilst maintaining transparency and fairness
<i>Delivery of services is sustainable and adaptable</i>	
<i>Decision making is informed, based on evidence and is consistent</i>	

Policies / Strategies

Council's Procurement Policy establishes a framework of broad principles relating to procurement, ensuring a consistent, fair and transparent approach is maintained. This Policy includes the purchase of goods / services through the quotation process.

5. LEGAL

Any legal implications will be included and identified as part of this review.

6. RISK – IDENTIFICATION AND MITIGATION

There are no significant risks identified with this review.

7. ACCESS AND INCLUSION

Nil

8. SOCIAL AND COMMUNITY IMPACT

Nil

9. ENVIRONMENTAL

Nil

10. ASSETS

Nil

11. PEOPLE AND WORK PLANS

This review will appropriately consult and communicated with staff where there are impacts to role or service delivery

12. COMMUNITY AND STAKEHOLDER ENGAGEMENT

Nil

13. COMMUNICATIONS OF COUNCIL DECISION

Outcomes of this review and any subsequent changes to procurement processes will be communicated as appropriate.

14. INTERNAL REPORT CONSULTATION

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

Name	Position	Consulted about
Ilona Cooper	Manager Corporate Governance	Scope
Sharon Hollamby	Manager Procurement & Contract Management	Scope
Emma McWhirter	Senior Contracts Officer	Scope

Attachments

1. [Service Review Committee - Attachment 1 - Procurement Practices \(Quotations\) Scope - 5 July 2023](#)..... 66

Report Authorisers

Lauren Monteleone	
Continuous Improvement Advisor	8397 7227
Samantha Rose	
Lead, Continuous Improvement	8397 7269
Ryan McMahon	
Chief Executive Officer	8397 7297



Service Review Project Scope – Procurement Practices (Quotations)

1. INTRODUCTION

1.1 Purpose of Document

The purpose of this scope is to provide direction as to expected factors, parameters, extent, timing and possible outcomes of the proposed Service Review – Procurement Practices (Quotations).

The key Service Review elements proposed are:

- a. Evaluating procurement procedures, guidelines and templates that apply to the Quotations process
- b. **Determining if the Key Principles of Council's Procurement Policy** are being achieved
- c. Evaluating current management of high value / high risk procurement as it relates to quotations
- d. Determining electronic workflows or streamlining processes to manage actions or approvals
- e. Investigating the appropriate documentation required (eg. Request for Quote and Best Practice Purchasing Checklist)
- f. Reviewing the procurement exemption approval process to determine clarity and efficiency
- g. Reviewing procurement delegations to ensure they are appropriately assigned to enable staff to perform procurement tasks.

1.2 Background / Context

The City Operations Opportunities Review undertaken in 2022, identified nine (9) key recommendations. Recommendation 5 – **'Review the end-to-end procurement process'** was identified to address process and capability improvement opportunities, as well as to establish workflow processes and governance practices to support these.

Additionally, an internal audit on quotations practices was undertaken in January 2023 (with a report containing agreed actions presented to the Audit & Risk Committee in March 2023). **While no 'Extreme' Or 'High' risks were identified as an outcome of this internal audit, a number of findings and improvement opportunities were identified, which are intended to be incorporated as part of this review.**

As an outcome of the above projects, this review proposes to focus on the following quotation processes:

- a. Purchasing activities and approvals
- b. Procurement exemptions.

1.3 Objectives

Review and evaluate the quotations process undertaken by Purchasing Delegates with a view to streamline the process for improved end-user experience, process efficiencies, and to provide effective management of high value / high risk procurement.



Service Review Project Scope – Procurement Practices (Quotations)

The following documents, procedures and guidelines will be reviewed:

- a. Purchasing Procedure – provides the steps for all types of purchases, including elements of the contract and tender process
- b. Quotations Guidelines – supports the RFQ process, and references purchases using VendorPanel
- c. Request for Quote Form
- d. Best Practice Purchasing Checklist
- e. Standing Offer Panels – VendorPanel Buyers Guideline
- f. Negotiation Guidelines.

1.4 Strategic Alignment to Plans, Policies & Delivery Plans

The relevant parts of Council's Strategic Plan include:

5. Leadership

We are trusted to make good decisions that are in the best interests of our community.

- 5.1 Leadership and advocacy is focused on the long-term interests of the community
- 5.4. Delivery of services is sustainable and adaptable
- 5.5 Decision making is informed, based on evidence and is consistent.

2. BENEFITS

Reviewing Councils procurement practices in relation to the quotations process will ensure:

- a. Procurement is undertaken in line with Council's Procurement Policy and associated procedures
- b. The approval process is consistently applied to minimise procurement being undertaken outside of appropriate delegation and/or approved budget
- c. Purchases are made by undergoing a competitive procurement process, achieving best value for Council, whilst maintaining transparency and fairness
- d. Exemption processes undertaken are formally recorded to mitigate the potential for fraud and corruption risks
- e. Appropriate records management processes are implemented to provide adequate evidence of procurement undertaken.

3. RISKS

No risks are expected to be increased by reviewing the quotations process.



Service Review Project Scope – Procurement Practices (Quotations)

4. SCOPE, CONSTRAINTS & ASSUMPTIONS

4.1 Scope

Included in the scope of this Service Review:

- a. Does the current procurement documentation support appropriate purchasing processes that are easily understood, and efficiently and accurately applied by staff (Purchasing Delegates)?
- b. **Are the Key Principles of Council's Procurement Policy being achieved?**
- c. Is there an opportunity to improve approvals via electronic workflows rather than signatures within a document?
- d. Can existing Tier 1 systems (e.g. TechOne) be enhanced to record procurement and approval processes?
- e. Are high value / high risk purchases being appropriately managed?
- f. Is the current exemption process clear to enable efficient application and ensure appropriate records management requirements are met?
- g. Are the current governance arrangements and procurement delegations appropriately assigned to enable staff to perform procurement tasks?

4.2 Exclusions

Specifically excluded from the scope of this Service Review:

- a. VendorPanel (standing offers) – only the guidelines associated with the use of VendorPanel will be reviewed to ensure alignment with the quotations process. The implementation and use of the VendorPanel platform will not be included in this review.
- b. Unsolicited Proposals – procurement of good/services/works via Unsolicited Proposals are managed under a separate procedure, and will not be included in this review.

4.3 Constraints

This Service Review will be constrained by the following:

- Availability and capacity of key staff required for review during peak demand for the service

4.4 Assumptions

This Service Review assumes the following:

- Nil



Service Review Project Scope – Procurement Practices (Quotations)

4.5 Related Initiatives / Projects

Initiatives and projects related to this Service Review are:

- a. City Operations Opportunities Review
- b. Internal Audit Report – Procurement Practices – Quotations (D22/192314)

5. STAKEHOLDERS

The table below lists the individuals and groups internally whose interests may be affected as a result of this Service Review.

Stakeholder	Role	Interest / Context / Relationship	Organisation Change Impact
Procurement and Contract Management	Function coordinator Process oversight	Subject matter expert	Potential process changes and staff training requirements
Finance and Rating Services	TechOne function owner	Integration of processes	Potential integration of RFQ /BPPC in TechOne
IT / Systems	Systems	Impact on systems	Implementation of any changes to TechOne

6. TIMEFRAMES

This review is expected to be finalised by November 2023.



REPORT FOR

SERVICE REVIEW COMMITTEE
MEETING

MEETING DATE

05 JULY 2023

RECORD NO:

D23/46120

REPORT OF:

COMMUNITY SERVICES

TITLE:

COMMUNITY SAFETY SERVICE REVIEW - DRAFT
COMMUNITY SAFETY POLICY

PURPOSE

To provide the Services Review Committee with the opportunity to consider the draft Community Safety Policy (Attachment A).

RECOMMENDATION

That the Service Review Committee recommends to Council:

That the “Community Safety Policy” as reviewed by the Service Review Committee on 5 July 2023 be adopted.

OR

That the Service Review Committee recommends to Governance & Policy Committee:

That the “Community Safety Policy” as reviewed by the Service Review Committee on 5 July 2023 be updated to incorporate the Service Review Committee’s feedback and presented to the Governance & Policy Committee for consideration.

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 actions as being approved by Council’s internal Service Review Steering Committee on the 29 March 2021.

The Committee considered service expectations and service levels as outlined in the report and related discussion of 8 September 2021, with a draft report to be presented at the next ordinary Service Review Committee meeting.

A presentation on the progress of the drafting of the policy was made at the Service Review Committee meeting on 6 April 2022.

This report is to present the draft Community Safety Policy, and seeks to confirm from the Committee the purpose of Community Safety and the desired outcomes for the community which 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

It is envisaged that the proposed service levels in the Community Safety Policy can be achieved within the current operating budget.

4. STRATEGIC OBJECTIVES

Strategic Plan

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

Objective	Comments
Community	
<i>People can have a say in decisions that affect them and the key decisions of the Council</i>	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.
Environment	
<i>A community that is protected from public and environmental health risks</i>	The Community Safety Policy articulates Council's obligations in relation to public and environmental risks relating to animal management, environmental health and fire prevention.
Places	
<i>Streets, paths, open spaces and parks are appealing, safe and accessible</i>	The Community Safety Policy articulates how Council's obligations relate to accessibility to these areas.
Leadership	
<i>Customer service provides a positive experience for people and is based on honesty and transparency</i>	The Service Review considered customer complaints and feedback and the implications of these for improvement to services.
<i>Decision making is informed, based on evidence and is consistent</i>	The Community Safety Policy is drafted to ensure decision making is transparent, consistent and based on evidence.

Organisation Plan

Our Strategic Plan is supported by an Organisation Plan which focuses on four key themes of organisational excellence. The themes most relevant to this report are: Customer Care; Learning & Growth; Future Capability; Sustainable Operations.

Policies / Strategies

It is proposed that the endorsement of the Community Safety Policy would result in the Private Parking Area (Policing) Policy and Vehicles Parked on a Footpath Policy would be recommended for revocation.

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 Disability Access and Inclusion Plan (DAIP)**, including:

Theme 1 – Inclusive communities for all

- How: Improving community understanding and awareness

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

12. COMMUNITY AND STAKEHOLDER ENGAGEMENT

There is no requirement for public consultation of this policy.

13. COMMUNICATIONS OF COUNCIL DECISION

Communication of Council's decision will be through the normal procedure.

14. INTERNAL REPORT CONSULTATION

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

Name	Position	Consulted about
James Walker	Team Leader Environmental Health and Inspections	Content of the draft Community Safety Policy
Kaye O'Rielly	Team Leader Compliance Administration	Content of the draft Community Safety Policy
Linda Bassham	Project and Education Officer	Content of the draft Community Safety Policy

Attachments

1. 1	Community Safety Policy.....	77
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Report Authorisers

Laura Watson Manager Community Safety	8397 7339
Michael Pereira General Manager Community Services	8397 7377



Community Safety Policy

1. PURPOSE

Council is committed to a safe, accessible and livable city for the community to enjoy and that education, encouragement and enforcement action all contribute to achieving this outcome.

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.

This policy has been developed in line with relevant legislation and should be read in conjunction with relevant policies, procedures and other operational documents.

2. POLICY

Council employees will carry out investigation and enforcement activities with due regard to the following principles:

Consistency – Council will endeavour to take a similar approach in similar cases to achieve similar outcomes.

Education – Council will provide support, advice and guidance to assist compliance with relevant legislation and build on community capability.

Transparency – Council will demonstrate impartiality, balance and integrity when it undertakes enforcement activities.

Accountability – Council is willing to explain their enforcement decisions and make available avenues for complaint or appeal.

Proportionality – Enforcement measures are proportionate to the seriousness of the conduct.

Responsiveness – Enforcement measure and responsiveness are proportionate to the particular circumstances in line with current service standards.

Targeted (Resources) – Enforcement activities are focused on the areas of assessed highest risk, legislative responsibility and current perceived community value.

Cross functional – We will work with other teams, departments and authorities toward effective enforcement activity. We will do this by means of exchanging information and joint working initiatives.

Authorised Officers have formal authorisations and delegations to investigate and execute powers under nominated Acts.

The City of Tea Tree Gully has a low appetite for negative perceptions that compromise its credibility and reputation, achievement of its long term vision and strategic objectives, or ability to maintain its status as a progressive Council.

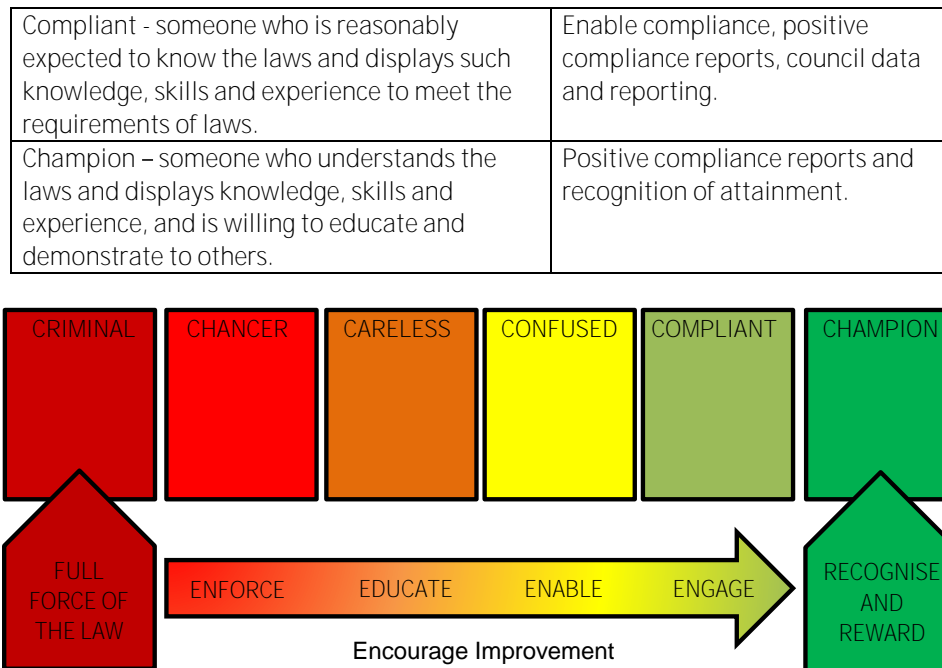
The City of Tea Tree Gully has zero tolerance for non-compliance with applicable legislation.

An Annual Educational Program will support the Policy and the annual work plan of the department. The Educational Program will include public communication planning and aligned operational activities. This will include communication in the lead up to dog registration renewal, support for schools to educate parents and caregivers on safety around schools and alignment to state-wide campaigns lead by the Dog and Cat Management Board.

2.1 Decision Making and Enforcement Options

Decision making frameworks will be developed in operational procedures in line with this policy. The following provides a reference for establishing a decision making framework, and/or work process:

Intent / Motivation	Possible Enforcement Response
Criminal – as defined by the relevant legislation in each case, but general a behavior associated with intentional or serious negligence leading to harm or injury.	Prosecution, referral to appropriate authority (i.e., SAPOL).
Chancer – someone who is reasonable expected to know the laws but it willing to risk it	Notice, expiation, prosecution through election or repeated offences.
Careless – someone who is reasonable expected to know the laws but has not given sufficient attention or thought to avoiding non-compliance.	Education, warning/caution, notice, expiation for repeated offences.
Confused – someone who has little experience or knowledge of the laws, or someone who lacks clear distinction of the elements of the law and has accidentally breached it.	Enable compliance, education, warning.



A number of enforcement options are available to delegated and Authorised Officers when considering enforcement actions:

Option	Description
No Action	No action may be taken when, after an investigation, no breaches of the legislation are discovered, or where the breach is insignificant or inconsequential with regard to community impact.
Informal Action	Education will be a critical component to encouraging and achieving voluntary compliance. Educational tools and strategies may be developed by the department and may include: verbal advice; provision of information; corrective action requests; verbal warnings; and written warnings.
Formal Action	Council has various powers that it may use to secure legislative compliance. Guidelines and procedures that accurately set out a prescribed process specific to the administration of legislation can include: issuing of Orders/Notices and Directions; issuing of expiations; Prosecutions; and action regarding Default of Order/Notice.

Service of Orders/Notices and Directions	An Order/Notice is a written direction of Council requiring specific action to be taken to secure legislative compliance. A range of legislation administered across the department provides Authorised Officers with the delegation to issue an Order/Notice and specific requirements as detailed in the relevant Act that the Officer is Authorised. Notwithstanding the provisions of the other legislation, Section 254 of the Local Government Act 1999 gives Council Order Making Powers that allows Authorised Officers to order a person to do, or refrain from doing, a specified activity.
Service of an Expiation Notice	If an expiation fee is fixed by or under an Act, regulation or By-Law in respect of an offence, an Expiation Notice may be given under the Expiation of Offences Act 1996. Council Officers will use professional judgement and discretion to assess the variables relating to each matter under consideration.
Prosecution	A prosecution will only proceed where the Chief Executive Officer, or their sub-delegate, believe the circumstances warrant prosecution action, and where there is a reasonable prospect of a successful outcome being held in the relevant Court.
Action regarding Default of Order/Notice	Failure to comply with Orders/Notices may incur further enforcement action such as Council taking action on default of the Order or Notice, or the issuing of an Expiation Notice, or the commencement of prosecution proceedings.

2.2 Master Service Levels

The Community Safety Department is responsible for the delivery of services as well as education and compliance with a number of key pieces of legislation. The team has a strong focus on customer service.

The Community Safety Team is responsible for the enforcement of the following areas:

2.2.1 Animal Management

- a. During hours of 7am-7pm Monday to Friday, aim to collect restrained wandering dogs within 30 minutes if contained (excluding animals held at a veterinary clinic).
- b. During hours of 7pm-7am Monday to Saturday, no dog collections will be attended to during these times. Weekend collection times may vary depending on operational requirements for other services.

- c. Dogs sighted wandering but not contained during hours of 7am-7pm Monday to Friday, an officer will attend and search the area within 30 minutes and search for up to 30 minutes depending on the nature of the report.
- d. If a dog is impounded, an officer will make reasonable attempts to contact the known owner as per DACO or identification and return the dog and will only take it to a holding facility if it cannot be personally returned (not left at a property at which no one is home) or if the owner/responsible person cannot meet the officer within 20 minutes.
- e. Monday to Friday, arrange for collection between the hours of 7:30am and 6:30pm on the same day as payment is made for impound fees and registration is up to date (given payment is made at a reasonable time).
- f. Reserves, parks and open spaces including dog parks and off leash areas may be patrolled when resources are available but is not prioritised unless a pattern of incidents becomes apparent.
- g. When incomplete microchip records made available by the DACMB, will be actioned within one month of the Community Safety Department being made aware of the record to attempt to have the animal registered.
- h. Dog registration door knock program will be undertaken annually following the dog registration renewal period.
- i. Visit registered breeders (excluding shelters) in the City of Tea Tree Gully area at least once every five years.

2.2.2 Local Nuisance and Litter Complaints

The Local Nuisance and Litter Control Act requires council to act on complaints about:

- i. noise, odour, smoke, fumes, aerosols or dust
- ii. animals, whether dead or alive
- iii. vibration
- iv. insanitary conditions
- v. unsightly conditions
- vi. general litter or hazardous litter
- a. Investigation commenced within 2 business days (unless immediate attention is required) of receiving the complaint by the Community Safety Department.
- b. Complex matters (with or without legal involvement) will aim to consider use of appropriate legislative power within three months of commencing the investigation (with allowance provided for the nature of the complaint and times of the complained activity occurring).

2.2.3 Abandoned Vehicles

- a. Attend and investigate commenced within 2 business days (unless immediate attention is required) of receiving the complaint by the Community Safety Department.
- b. Legislative timeframes will be adhered to procedurally in relation to abandoned vehicles.

2.2.4 Verge Encroachments

- a. Investigation commenced within 2 business days (unless immediate attention is required) of receiving the complaint by the Community Safety Department.
- b. Complex matters (with or without legal involvement) will aim to consider use of appropriate legislative power within three months of commencing the investigation (with allowance provided for the nature of the complaint and times of the complained activity occurring).
- c. **Verge encroachments that meet Council's standard as per the guidelines** will not be investigated and no permit is required for developments undertaken within guideline specification.
- d. Developments outside of the guidelines require an application to Council.

2.2.5 By-laws

- a. Investigation commenced within 2 business days (unless immediate attention is required) of receiving the complaint by the Community Safety Department.
- b. Complex matters (with or without legal involvement) will aim to consider use of appropriate legislative power within three months of commencing the investigation (with allowance provided for the nature of the complaint and times of the complained activity occurring).

2.2.6 Verge and footpath parking

- a. Council is responsible for enforcing offences under the Australian Road Rules as it sees fit. The policy intent behind Rule 197 of the Australian Road Rules is linked to the protection of public infrastructure and public safety considerations.
- b. Vehicles parked on or near footpaths and verges will be monitored by officers during the course of their duties and in response to complaints. Consideration will be given to the nature of the offence and if the allocated pathway is blocked (wholly or partially) and/or causes safety concerns. Council considers accessibility for all community members necessary.
- c. Officers will endeavour to locate the vehicle driver or owner if safe and/or reasonable to do so and will discuss the matter with them.
- d. Offences which cause or may cause damage to Council infrastructure (ie kerb mounting or over or on site entry pit lids) are not tolerated and will be expiated.

- e. Investigation commenced within 2 business days (unless immediate attention is required) of receiving the complaint by the Community Safety Department.
- f. Complex matters (with or without legal involvement) will aim to consider use of appropriate legislative power within three months of commencing the investigation (with allowance provided for the nature of the complaint and times of the complained activity occurring).

2.2.7 Bike lanes

- a. Bike lanes will be monitored by officers during the course of their duties and in response to complaints.
- b. Bike lanes that are nearby to schools will be monitored as part of the school patrol program.
- c. Investigation commenced within 2 business days (unless immediate attention is required) of receiving the complaint by the Community Safety Department.
- d. Complex matters (with or without legal involvement) will aim to consider use of appropriate legislative power within three months of commencing the investigation (with allowance provided for the nature of the complaint and times of the complained activity occurring).

2.2.8 School Patrols

To support the safety of children, pedestrians and motorists around Tea Tree Gully streets and schools, each school may be patrolled on a rotational basis between 6 and 18 times per year depending on complaints and community need and may be adjusted based on a noted pattern of behaviour or incidents.

2.2.9 Private Parking

- a. 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.
- b. On behalf of the Council, the CEO may enter into written agreements with the management/owners of a Private Parking Area within the Council area which will detail the responsibilities and commitments of each party.

2.2.10 Incoming Mail, Expiation and Order Disputes

- a. Sorted and allocated within two days of receipt.
- b. Each dispute acknowledged within two days of being received by the Community Safety Department and responded to within twenty-eight days of being received by the Community Safety Department.

2.2.11 Unclaimed Goods

Any unclaimed goods will be advertised within one month of impounding, or being unclaimed if the owner is known, and disposed of within three months of expiration of public notice.

2.2.12 Fire Prevention

- a. Mail out to identified properties prior to the fire danger season annually as a reminder of legislative obligations (includes all vacant properties and all rural properties).
- b. Inspection of rural properties within one month of the commencement of the fire danger season.
- c. Inspection of vacant properties within two months of the fire danger season, prioritised utilising the BMAP.
- d. Subsequent inspections determined by seasonal weather, growth and fuel loads by accredited and authorised fire prevention officer.
- e. Participate in relevant events and collaborate with neighbouring authorities for best outcomes.
- f. Upon inspection and failure to comply with Section 105F notice, council will arrange for works to be undertaken and expiation issued and cost recovery.
- g. All CFS reporting to be prepared and submitted within the required timeframe set by the CFS.
- h. Attendance and participation at AMLR BMC Meetings by either the member and/or deputy in accordance with BMC rules/terms of reference.

2.2.13 Food & Health Complaints (including food, pest, unsanitary conditions and other public health matters)

- a. Investigation commenced within 2 business days (unless immediate attention is required) of receiving the complaint by the Community Safety Department.
- b. Complex matters (with or without legal involvement) will aim to consider use of appropriate legislative power within three months of commencing the investigation (with allowance provided for the nature of the complaint and times of the complained activity occurring).

2.2.14 Communication of food recalls or SA Health Investigations

- a. Priority is given to recalls and will defer/delay scheduled work.
- b. SA Health unsafe food investigations (eg food poisoning investigations) are a priority and will defer/delay scheduled work.

2.2.15 Programmed Food Business Inspections

High risk food businesses are to be inspected no longer than three months past their scheduled inspection date, which is determined by the results of their previous inspection and may range between three and eighteen months.

2.2.16 Programmed Food Safety Audits

All food businesses that are subject to food safety audits are to be audited no longer than one month past their scheduled audit date, which is determined by the results of their previous audit and may range between three and twelve months.

2.2.17 Public Pool Inspections

- a. All public pools (including swimming pools, spas, waterslides and splash pads) are to be inspected no longer than one month past their scheduled inspection date, which is determined by the results of their previous inspection and may range between six and twelve months.
- b. Investigation commenced within 2 business days (unless immediate attention is required) of receiving the complaint by the Community Safety Department.
- c. Complex matters (with or without legal involvement) will aim to consider use of appropriate legislative power within three months of commencing the investigation (with allowance provided for the nature of the complaint and times of the complained activity occurring).

2.2.18 Warm Water and Cooling Water System Inspections

- a. All businesses that have these systems are to be inspected no longer than one month past their scheduled inspection date, which is determined by the results of their previous inspection and may range between three and twelve months.
- b. SA Health Legionella investigations are prioritised and will defer/delay scheduled work.

2.2.19 Skin Penetration Business Inspections

- a. All businesses within this category are to be inspected no longer than one month past their scheduled inspection date, which is dependent on the results of their previous audit and may range between three and twelve months.
- b. Investigation commenced within 2 business days (unless immediate attention is required) of receiving the complaint by the Community Safety Department.
- c. Complex matters (with or without legal involvement) will aim to consider use of appropriate legislative power within three months of commencing the investigation (with allowance provided for the nature of the complaint and times of the complained activity occurring).

2.2.20 Wastewater System Complaints and Inspections

- a. Investigation commenced within 2 business days (unless immediate attention is required) of receiving the complaint by the Community Safety Department.
- b. Complex matters (with or without legal involvement) will aim to consider use of appropriate legislative power within three months of commencing the investigation (with allowance provided for the nature of the complaint and times of the complained activity occurring).

- c. New septic tank installation inspection requests will be actioned at the time requested in the booking given it is received from the licensed plumber installing the system (or their agent) and they have provided 24 hours' notice.

2.2.21 Licenced Supported Residential Facilities

All businesses within this category are to be licensed prior to the expiration of their existing license. The length of the license may range between one and two years which is determined by the results of their license application.

3. DEFINITIONS

For the purposes of this policy the following definitions apply:

Authorised Officer

A person who is authorised to carry out statutory functions or powers as specified within a particular piece of legislation. The decision to appoint an Authorised Officer may only be made by Council or a delegate of Council

Public Street or Road

The road, for the purpose of this Policy, includes the road carriageway, the road shoulder, the kerb and water table, footpath or other similar paths and verge areas.

SAPOL

Refers to the South Australian Police.

Business

As per the Food Act (SA) 2001 a food business means a business, enterprise or activity (other than a business, enterprise or activity that is primary food production) that involves the handling of food intended for sale; or the sale of food, regardless of whether the business, enterprise or activity concerned is of a commercial, charitable or community nature or whether it involves the handling or sale of food on one occasion only.

CEO

Refers to the Chief Executive Officer (including their delegate) of the City of Tea Tree Gully.

Compliance

The act of adhering to and demonstrating adherence to an Act, By-Law, Regulation or similar. Compliance may or may not involve the process of enforcement.

Council

The elected member body or employees acting under delegation or authorisation.

Enforcement

Enforcement refers to the use of legislative provisions to direct a person or body to make good a breach of the Act and / or otherwise penalise a person for a breach. Enforcement is a tool to ensure compliance and accountability for illegal conduct or other wrongdoing.

Footpath

An area open to the public that is designated for, or has as one of its main uses, use by pedestrians

Illegal Activities

An act or activity which has occurred contrary to legislative obligations contained within legislation.

Order

Formal direction(s) issued by Council or Council delegate to a person or entity concerning a breach of a particular piece of legislation.

Private Parking Area

As per the Private Parking Areas Act 1986 means an area — (a) provided on land by the owner for the parking of vehicles used by persons frequenting premises of the owner; and (b) marked by a notice denoting it as a Private Parking Area, (and an area is capable of constituting a Private Parking Area notwithstanding that certain parts of that area are no standing areas)

Prosecution

The process of instituting legal proceedings against a person or body in relation to an illegal activity, with the intent of penalising the person/body for illegal activity.

4. LEGISLATIVE FRAMEWORK

4.1 Reference to Legislation

- a. Local Government Act 1999
- b. Development Act 1993 and Development Regulations 2008 (transitioning to Planning Development and Infrastructure Act 2016 and associated regulations)
- c. Dog and Cat Management Act 1995
- d. South Australian Public Health Act 2011
- e. Food Act 2001
- f. Fire and Emergency Services Act 2005
- g. Private Parking Areas Act 1986

- h. Road Traffic Act 1961
- i. Local Litter and Nuisance Control Act 2016
- j. Council by-laws

4.2 Other references

Council's document including:

- a. Dog and Cat Management Plan 2023-2027
- b. Cat Management Policy
- c. Control of Election Signs Policy
- d. Drone Policy
- e. Enforcement Policy
- f. Order Making Policy
- g. Road Alteration or Encroachment Policy
- h. Tree Management Policy
- i. Use of a Road for a Business Purpose Policy
- j. **Council's By-laws**

5. STRATEGIC PLAN/POLICY

5.1 Strategic Plan

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

Objective	Comments
Environment	
<i>A community that is protected from public and environmental health risks</i>	The Community Safety Policy articulates Council's obligations in relation to public and environmental risks relating to animal management, environmental health and fire prevention.
Economy	
<i>A local economy that is resilient and thrives, where businesses are supported to grow and prosper, provide local jobs and sustain our community and visitors and utilize technology to improve the livability of our city</i>	The Community Safety Policy comments on the ability for Council to enter agreements with Private Parking Area owners to support the local economy and provide local jobs.
Places	

<i>Streets, paths, open spaces and parks are appealing, safe and accessible</i>	The Community Safety Policy discusses how Council's obligations relate to accessibility to these areas.
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5.2 Organisation Plan

Our Strategic Plan is supported by an Organisation Plan which focuses on five key themes of customer care, learning & growth, future capability and sustainable operations.

6. POLICY IMPLEMENTATION

This Policy will be implemented by the Chief Executive Officer or relevant portfolio General Manager **and managed in accordance with Council's scheme of delegations.**

Record number	
Responsible Manager	Manager Community Safety
Other key internal stakeholders	General Manager Community Services
Last reviewed	NA
Adoption reference	
Resolution number	
Previous review dates	NA
Legal requirement	Nil.
Due date next review	2024
Delegations	



REPORT FOR

SERVICE REVIEW COMMITTEE
MEETING

MEETING DATE

05 JULY 2023

RECORD NO:

D23/47024

REPORT OF:

COMMUNITY SERVICES

TITLE:

COMMUNITY SAFETY - PRIVATE PARKING

Item 11.4

PURPOSE

This report seeks to provide the Service Review Committee with further analysis of the current status of Private Parking, including administration of the Australian Road Rules, and provide a series of recommendations for endorsement.

RECOMMENDATION

That the Services Review Committee recommends to Council:

That, having considered the report titled “Community Safety – Private Parking” dated 5 July 2023, the Committee:

1. Endorses the proposed recommendations:
 - a) Undertake a 12-month trial weekend program, which will allocate 2 FTE resource to the weekend administration of Australian Road Rules and Private Parking responsibilities primarily
 - b) Change the current Private Parking and Australian Road Rules service levels to weekdays 7am-7pm and weekends 9am–5pm, and;
 - c) Provide a future report to Service Review Committee with focus on outcomes of 12-month trial program – impact and effectiveness.

1. BACKGROUND

At Service Review Committee Meeting 5 April 2023, the Manager Community Safety provided committee members with a presentation outlining the current status of **Council's Private Parking and Australian Road Rules enforcement practices**.

Topics discussed included:

- a) Cost to Council – Private Parking administration
- b) Reasoning as to decline in parking enforcement revenue
- c) Identification of peak periods and opportunities (sporting and special events).

It was agreed by the Committee for the Manager Community Safety to undertake further data analysis and provide the committee with an update and recommendations for discussion at Service Review Committee Meeting 5 July 2023.

2. DISCUSSION

Analysis of Private Parking comparative data (see Attachment 1) identified the following:

Current Status

- a) Servicing one (1) private parking area, Tea Tree Plaza.
- b) No dedicated parking inspector(s), Community Safety Officers undertaking patrols based on availability only.
- c) Limited weekend or after hours patrols due to lack of service providers.

Recommendations

- a) Private Parking be identified as a primary responsibility for identified Community Safety Officer(s). (To be considered by CEO)
- b) Undertake a 12-month trial weekend program, which will allocate 2 FTE resource to the weekend administration of Australian Road Rules and Private Parking responsibilities.
- c) Amend service levels of Private Parking, Australian Road Rules & Animal Management to Weekdays 7am – 7pm and Weekends 9am – 5pm

Benefits

- a) Private Parking and Australian Road Rule enforcement identified as a priority within selected Officer(s) key responsibilities.
- b) Peak period identification for proactive enforcement.
- c) Community safety outcomes - bike lanes and road management around sporting clubs during peak periods.
- d) Weekend animal management – including pound releases.
- e) Special event patrols.

3. FINANCIAL

Financial considerations are detailed within Attachment 1.

4. STRATEGIC OBJECTIVES

Strategic Plan

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

Objective	Comments
Places	
<i>Streets, paths, open spaces and parks are appealing, safe and accessible</i>	
Leadership	
<i>Delivery of services is sustainable and adaptable</i>	
<i>Decision making is informed, based on evidence and is consistent</i>	

5. LEGAL

Legal implications of any recommendations and proposed actions will be considered as part of the review.

6. RISK – IDENTIFICATION AND MITIGATION

Impacts on staff, plant and fleet will be managed in accordance with a range of relevant Council policies and industrial provisions.

7. ACCESS AND INCLUSION

Nil.

8. SOCIAL AND COMMUNITY IMPACT

Any recommendations that have the potential to impact the community in regard to quality of life, safety, access to services, inclusion and a range of social factors will be identified as part of the review.

9. ENVIRONMENTAL

Nil.

10. ASSETS

Nil.

11. PEOPLE AND WORK PLANS

Staff resourcing is one of the factors considered within the review.

12. COMMUNITY AND STAKEHOLDER ENGAGEMENT

Nil.

13. COMMUNICATIONS OF COUNCIL DECISION

Any endorsed recommendations will be communicated internally.

14. INTERNAL REPORT CONSULTATION

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

Name	Position	Consulted about
James Walker	Team Leader Environmental Health and Inspections	Private Parking Activity Costings
Kaye O’Rielly	Team Leader Compliance Administration	Private Parking Activity Costings
Laura Watson	Manager Community Safety	Private Parking Activity Costings

Attachments

1. [↓](#) Service Review Committee - Attachment 1 - Private Parking 95

Report Authorisers

Samantha Rose	
Lead, Continuous Improvement	8397 7269
Michael Pereira	
General Manager Community Services	8397 7377



Private Parking

5 July 2023



Contents

Purpose of the Presentation

What was discussed in our last meeting?

Private Parking Activity Costings

Private Parking Trends

Expiations by Day

Cost to Council

What has changed since Covid

Recommendations

Questions



Purpose of the presentation

Private Parking discussions were had in April at SRC to review what the future state may look like.

There were some queries that arose from that discussion and this presentation will look to answer those while seeking endorsement on recommendations.



What was discussed in our last meeting?

Questions

- What does Private Parking Cost Council?
 - What are our least productive days?
- How we could manage Sporting and Special Events?
- What is the reason the decline in infringements?

Private Parking Activity Costings



High Level

Staff time to issue tickets		
staff time per day	2.5 hours	
two staff required as per SOP @ \$38.5/hr rate		\$38
	x 2 staff	
. + XX% to cover administration	70%	1.70
Labour cost per day for actual mark and pick up		\$190.0
x days per working year		248
Total yearly cost		80104
Approximately 25% of disputes end up in being waived (currently we don't have the data of volume of disputes). Utilise the actual figure of waived fees as a base to calculate total number of disputes.		
**Reporting excludes late fees		
Waived tickets PP 22/23		230
Estimated volume = waived tickets 25% of total		920
assume 1/3 disputes lodge a second		307
Total estimated disputes		1,227
half hour per dispute x average wage (\$35/hr)	17.5	\$21,467
. + XX% to cover administration	70%	0.00
Total estimated further costs (to date)		\$0
Waived tickets PP 21/22		912
Estimated volume		3648
assume 1/3 disputes lodge a second		1216
Total estimated disputes		4864
half hour per dispute x average wage (\$35/hr)	17.5	\$85,120
. + XX% to cover administration	70%	1.70
Total estimated further costs		\$144,704

Deep Dive

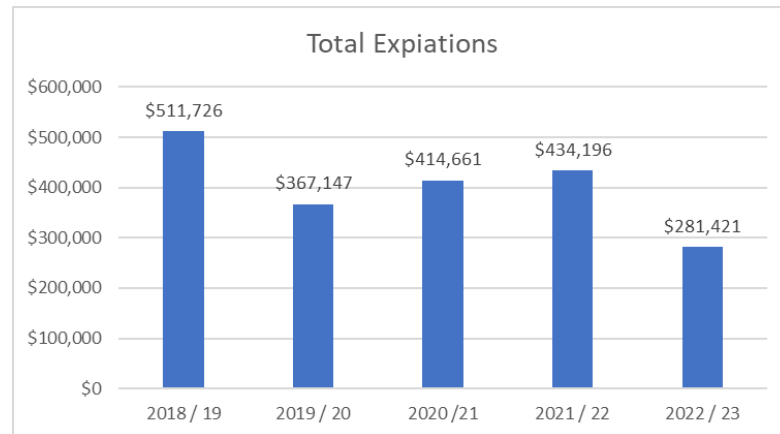
Type	Feedback	Timing	Weekly Hrs
Actual Patrols (Current TTP)	2 areas per day 1 short and 1 long zone 45 mins for each zone marking up with 2 officers 75 mins for expiation 4 mins per expiation on second run Pick up Security Walkie Talkie and Westfield Camera wouldn't assist to reduce HR as staff split during	2 hours per day per Staff Member Totalling 4 hours per day = 20 hours per week	20
Not Paid	Fines Not paid Motor Reg Officer @ 26 Days Results back by day 28 Bulk Enquiry Bulk Process @ 10 mins per week Under 20 enquiries would be 5 mins each one Includes ARR	15 Minutes Per Week	0.25
Reminder Process not Paid	Reminder Process Automated Process 2 minutes	2 Minutes Per Reminder Sent	0.59487179
FERU	Check System Generated Spreadsheet 2 minutes Payment Plans, other Admin	2 Minutes Per expiation sent to FERU	0.083
Disputes (Per Dispute)	Received, ticket on hold Updating in Authority Sent through to Kay for assessment Send it back job and officer (admin) will pick it up Letter created with explanation Sent by post or email and put in CM Expiation updated in Authority 1 FTE across PP, ARR & Animal	1 FTE operates in this space across PP, ARR & Animal Control	19.00
Electing to be prospectued	We acknowledge Find out if its what they want Every Correspondence (Pinforce, Authority) and sent to Lawyers for advice Lawyer then manages that process Lawyer then engages with Laura Notify Exec & Monthly Report Up to 5 a year		

Current Private Parking Spend	
Hours	39.93
Rate	35
Oncost	70%
Weekly	\$ 2,376
Cost	\$ 123,537.87

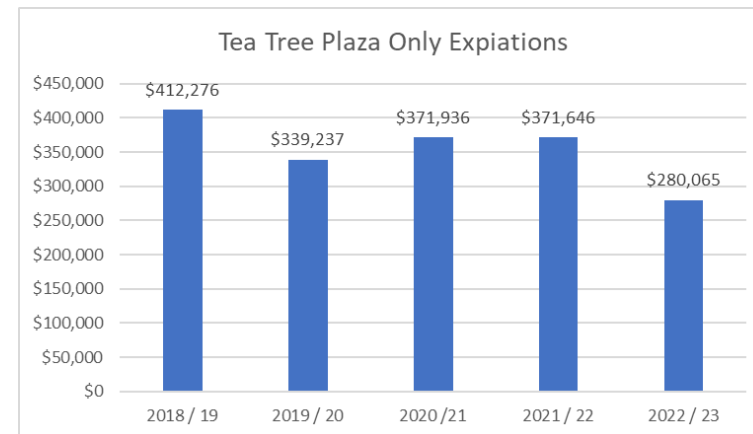
Private Parking Trends



ALL Private Parking	2018 / 19	2019 / 20	2020 / 21	2021 / 22	2022 / 23
Expiations issued \$	\$595,335	\$481,271	\$464,846	\$496,746	\$333,571
Expiations issued	10,683	7,899	7,709	7,981	4,887
Waived \$	\$83,609	\$114,124	\$50,185	\$62,550	\$52,150
Waived #	983	823	464	640	335
% of Expiations Waived	9.20%	10.42%	6.02%	8.02%	6.85%
Total Expiations	\$511,726	\$367,147	\$414,661	\$434,196	\$281,421



Tea Tree Plaza Only	2018 / 19	2019 / 20	2020 / 21	2021 / 22	2022 / 23
Expiations issued \$	\$481,243	\$412,337	\$419,049	\$423,717	\$330,375
Expiations issued	8,583	6,760	6,902	6,870	4,844
Waived \$	\$68,967	\$73,100	\$47,113	\$52,071	\$50,310
Waived #	770	661	414	503	318
% of Expiations Waived	8.97%	9.78%	6.00%	7.32%	6.56%
TTP Only Expiations	\$412,276	\$339,237	\$371,936	\$371,646	\$280,065



Expiations By Day



2017/18

Days	# of Expiations	% of Expiations
Monday	1,807	17%
Tuesday	2,212	21%
Wednesday	2,015	19%
Thursday	2,333	22%
Friday	2,193	21%
Saturday	1	
Total	10,561	

	2017 / 18	
	Days	Days Missed
5 Day Patrols	41	0
4 Day Patrols	11	11
3 Day Patrols	0	0
2 Day Patrols	0	0
1 Day Patrols	0	0
0 Day Patrol Weeks	0	0
Not complete		
Total	52	11

2022/23

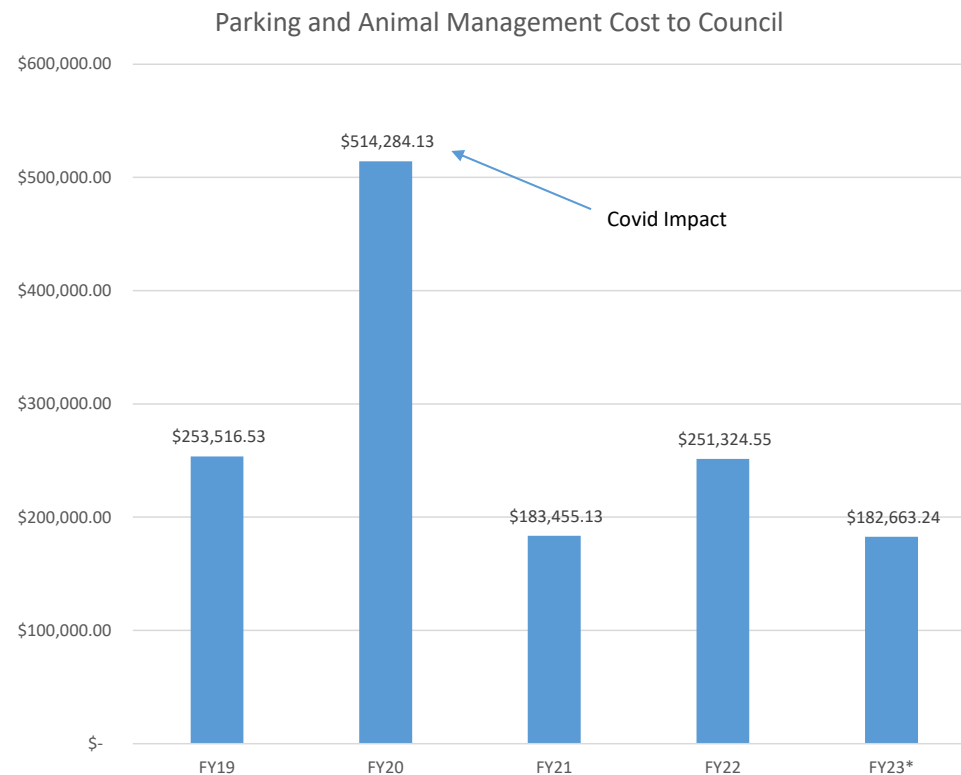
Days	# of Expiations	% of Expiations
Monday	948	20%
Tuesday	947	20%
Wednesday	1,066	23%
Thursday	784	17%
Friday	972	21%
Sunday	1	
Grand Total	4,718	

	2022 / 23	
	Days	Days Missed
5 Day Patrols	24	0
4 Day Patrols	11	11
3 Day Patrols	4	8
2 Day Patrols	3	9
1 Day Patrols	3	12
0 Day Patrol Weeks	1	5
Not complete	2	
Total	48	45

Total Expiations	2017 / 18	2022 / 23	# Difference	% Difference
Monday	1,807	948	-859	-48%
Tuesday	2,212	947	-1265	-57%
Wednesday	2,015	1,066	-949	-47%
Thursday	2,333	784	-1549	-66%
Friday	2,193	972	-1221	-56%
Total	10,560	4,717	-5843	-55%

Average Expiations Per Day	33
Price Per Expiation	\$ 67.00
~ Missed Rev	\$ 99,495.00
Minus Waived	\$ 93,525.30

Cost to Council



- We will have ~\$300k variance in staff wages FY23
- Noting that we did not have a Team Leader during FY23 which would see an approx. \$130k impact being \$310k loss
- The cost to council remains consistent with FY21 but we are not monitoring the locations as we previously have impacting service
- Having a full compliment of staff in the role coupled with dedicated Team members should have the team in line with budget for FY24

What has changed since Covid



Pre Covid	Current
2 Dedicated Parking Inspectors to service private parking and Australian Road Rules	A mix of “Community Safety Officers” undertaking patrols depending on availability
Servicing 5 private parking areas (Tea Tree Plaza, The Grove, St Agnes, Surrey Downs and Modbury Triangle)	Currently mainly servicing Tea Tree Plaza alone (This has reduced at request of centre managers)
Support from Administration Team with enquiries, disputes and prosecutions	No Change

Recommendations



CITY OF
TEA TREE GULLY
Naturally Better

Observations	Recommendations	Benefits
<ul style="list-style-type: none"> - The drop off in revenue is somewhat attributed to the decline in car parks. - When drilling down it shows the introduction of the CSO role and less accountability to the officer role is a clear reason for the decline - The \$93k not missed due to not servicing PP attributed almost exactly with decline of \$91k 	Have officers assigned to Private Parking is their primary responsibility	<ul style="list-style-type: none"> - This would enable officers to have private parking and Australian Road Rules as their primary responsibility affirming prior accountability
<ul style="list-style-type: none"> - Westfield are likely to seek additional supports during the peak hours of operation (weekends and after hours on Thursday nights) - Through agreed SLA's Westfield will also provide officers with targeted areas of concern 	12 month trial of 2 resources allocated on the weekend to ARR and Private Parking with a report back to SRC on impact & effectiveness	<ul style="list-style-type: none"> - Being able to be across private parking and ARR in peak period. This includes sports clubs, bike lanes, AFL football parking at TTP <ul style="list-style-type: none"> - Having animal management managed over the weekend including pound releases - This would give council the scope to patrol some special events on an adhoc basis - Anticipate the costs to remain neutral based on ~ Expiation revenue per day
<ul style="list-style-type: none"> - Our after hours provider is no longer providing services in the industry - We went out for tender and have not received any responses - We have been using CoS services for our after hours services while we searched for a new provider - Given the weekend scope and only 11 callouts (OOH) in the last 12 months this is a logical approach 	Amend service levels of Private Parking, Australian Road Rules & Animal Management to Weekdays 7am - 7pm and Weekends 9am - 5pm	<ul style="list-style-type: none"> - Having difficulty finding an after hours provider and this would help to alleviate that and provide clarity for the public





REPORT FOR

SERVICE REVIEW COMMITTEE
MEETING

MEETING DATE

05 JULY 2023

RECORD NO:

D23/47028

REPORT OF:

COMMUNITY SERVICES

TITLE:

ACTIVE AGEING - SERVICE REVIEW

PURPOSE

To consider the service review report undertaken for the Active Ageing Services provided by Council.

RECOMMENDATION

That the Services Review Committee recommends to Council:

That, having considered the report titled the report titled “Active Ageing Service Review” and dated 28 June 2023, Council:

1. Receives the report prepared by BEESQUARED consultants for the Active Ageing Service Review as provided as Attachment 2,
2. Endorses the proposed actions in the recommendation road map contained in the report.

1. BACKGROUND

The City of Tea Tree Gully has been delivering Commonwealth Home Support Programme (CHSP) services for over three decades and currently receives \$1.5 million Commonwealth Grant funding per annum. As from 1 July 2024, significant changes **will be implemented as part of the new Commonwealth 'In-Home Aged Care Program'**:

- **Program Scope:** A revised single 'In Home Aged Care Program' will combine and replace the current four aged care programs (CHSP, Home Care Packages, Short Term Restorative Care and Residential Respite).
- **Payments:** All service providers will transition from fixed monthly payments in arrears based on 1/12th of the total value of the grant agreement to a pay per service model, invoicing in arrears based on the unit cost for services provided in the preceding month. Prices will be set by the Commonwealth Government.
- **Reporting:** All service providers will be expected to report service delivery to the Data Exchange portal (DEX) monthly. The Department have advised that they will consider withholding payment for deliverables not being met.

In consideration of the changing environment of CHSP funding, and taking into **consideration the Council report titled 'Commonwealth Home Support Program Funding until 30 June 2024' dated 24 January 2023, Council resolved to:**

(a) continue providing the following CHSP funded services until 30 June 2024

- I. CHSP Transport*
- II. Flexible Respite*
- III. Meals*
- IV. Social Support - Group*
- V. Social Support – Individual*
- VI. Domestic Assistance services,*
- VII. Home Maintenance and*
- VIII. Home Modifications*

And

(b) to conduct a service review and provide a report with recommendations for service provision options from 1 July 2024.

On 8 March 2023, a proposed scope for the Active Ageing Review was presented to the Service Review Committee and is provided as Attachment 1.

After undertaking a procurement process, BEESQUARED was engaged in April 2023 to facilitate a review of the Active Ageing Service.

Internal workshops with the Active Ageing team and information gathering occurred during April and May 2023, with a draft report prepared and presentation to key stakeholders in June 2023. Feedback was then provided to enable the finalisation of the report for consideration by the Committee.

2. DISCUSSION

The final Active Ageing Service Report prepared by BEESQUARED is provided as Attachment 2. The report includes:

- Demographic analysis on community demand and benefit
- The unit costs of providing each Commonwealth funded service (\$ cost of providing service per client)
- **The ‘in kind’ cost to Council of providing each service (\$ cost of providing service per client)**
- Potential workforce impacts of new Commonwealth funding model from July 2024
- Identifying opportunity costs and service provision opportunities beyond the commonwealth funding model (potential service growth modelling).

3. FINANCIAL

The Active Ageing Review report outlines financial considerations in relation to the various service delivery options.

Council can consider the various options available in terms of how to deliver Active Ageing services in a cost-effective way for residents.

4. STRATEGIC OBJECTIVES

Strategic Plan

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

Objective	Comments
Community	
<i>People feel a sense of belonging, inclusion and connection with the City and the community</i>	Delivery of CHSP services aligns with this objective.
<i>Diversity is welcome and celebrated</i>	Delivery of CHSP services aligns with this objective.

<i>There are opportunities for people to volunteer, give back and share their skills with others</i>	Delivery of CHSP services aligns with this objective.
<i>Our services are accessible to all and respond to changing community needs</i>	Delivery of CHSP services aligns with this objective.
<i>People can have a say in decisions that affect them and the key decisions of the Council</i>	Delivery of CHSP services aligns with this objective. Consumer choice is a key driver for Aged Care Reform.

5. LEGAL

There are no legal implications relating to this matter.

6. RISK – IDENTIFICATION AND MITIGATION

The review has considered risks and has proposed mitigation strategies.

7. ACCESS AND INCLUSION

Consideration of access and inclusion implications has formed an important part of the service review. The CHSP program provides services to eligible clients as assessed and determined by My Aged Care. The principles of the CHSP aligns with the vision of our current Disability Access and Inclusion Plan.

8. SOCIAL AND COMMUNITY IMPACT

Changes to the delivery of Active Ageing Services has the potential to directly impact staff, the community and other key stakeholders. A thorough stakeholder analysis, communication plan and change management strategy will be developed, and will continue to be refined, that addresses the key impacts.

9. ENVIRONMENTAL

Nil

10. ASSETS

Nil

11. PEOPLE AND WORK PLANS

Implementation of this review will include a change management 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.

12. COMMUNITY AND STAKEHOLDER ENGAGEMENT

At this stage, no community engagement has been undertaken and is not required for this project. Relevant stakeholders were engaged throughout the review and contributed to the final report developed by BEESQUARED consultants.

Active Ageing team staff participated actively in the service review process. They were provided the opportunity to provide through a number of team workshops and on an individual basis to provide their insights into the service. They also played an important role in assisting the consultant to source information for the review.

13. COMMUNICATIONS OF COUNCIL DECISION

Depending on the actions that are endorsed by the Committee and subsequently further supported by Council, any communication of changes to the delivery of our Active Ageing Services will need to be further considered and communicated to staff involved (e.g. impacts on staff and work plans).

14. INTERNAL REPORT CONSULTATION

The report authors and authorises listed are those that have been consulted with the covering report. The BEESQUARED report provided as Attachment 2 was reviewed and considered by a range of stakeholders.

Attachments

1. [Service Review Committee - Project Scope - Active Ageing \(CHSP\)](#) 111
2. [Service Review Committee - Attachment 2 - Active Ageing Report - BEESQUARED](#) 116

Report Authorisers

Matthew Taylor	
Interim Manager Community Wellbeing	8397 7481
Michael Pereira	
General Manager Community Services	8397 7377



Service Review Project Scope – Active Ageing (CHSP)

1. INTRODUCTION

1.1 Purpose of Document

The purpose of this scope is to provide a guideline as to expected factors, parameters, extent, timing and possible outcomes of the proposed Service Review – Active Ageing Commonwealth Home Support Programme (CHSP) Services.

The key Service Review elements proposed are:

- Evaluation of current programs and services provided by Council under the Commonwealth funded Commonwealth Home Support Programme (CHSP)
- Defining demographic analysis to determine community demand and benefit
- Determining the unit costs of providing each Commonwealth funded service (\$ cost of providing service per client)
- **Determining the 'in kind' cost to Council of providing each service (\$ cost of providing service per client)**
- Determining potential workforce impacts of new Commonwealth funding model from July 2024
- Identifying opportunity costs and service provision opportunities beyond the commonwealth funding model (potential service growth modelling).

1.2 Background / Context

The City of Tea Tree Gully first received Home and Community Care (HACC) State Government funding in 1997 to provide defined community services to eligible residents. At that time, organisations providing HACC services were expected to comply with three (3) Community Care Common Standards.

The Aged Care Reform commenced in 2015. The HACC program was rebranded to the Commonwealth Home Support Programme (CHSP), with funding received directly from the Commonwealth Government. The Aged Care Quality and Safety Commission revised the existing three (3) Community Care Common Standards and defined eight (8) Quality Standards for compliance.

The City of Tea Tree Gully is expected to comply with 7 of the 8 Quality Standards:

1. Consumer Dignity and Choice
2. Ongoing assessment and planning
3. *Personal care and clinical care (CTTG does not provide services under Standard 3)*
4. Services and supports for daily living
5. **Organisation's** service environment
6. Feedback and complaints
7. Human Resources
8. Organisational governance.



Service Review Project Scope – Active Ageing (CHSP)

From July 2024, further Aged Care Reform will be introduced by the Commonwealth Government. A revised single 'In Home Aged Care Program' will combine and replace the current four aged care programs:

- Commonwealth Home Support Programme (CHSP)
- Home Care Packages (HCP)
- Short Term Restorative Care (STRC)
- Residential respite.

The current funding model involves “**block funding**” – Council receives 1/12th of the amount of grant funding every month, and on-going funding is based on achievement of agreed monthly outputs.

From 1 July 2024, service providers will be paid on fee per service – an activity-based payment model for service with prices set by Commonwealth Government. Service providers will be required to submit a ‘**monthly**’ invoice to the Department of Health and Aged Care via a newly designed real time payment platform. There will be set prices for each service type.

1.3 Objectives

Review and evaluation of CHSP services provided by City of Tea Tree Gully Active Ageing program, with a view to determine consideration of application for future funding from the Commonwealth Government post July 2024.

- Services to be reviewed:
 - Social support - group (organised outings, activities – crafts, cooking, fitness, games)
 - Social support - **individual (one on one assistance directed towards meeting the client’s need for social contact, accompanied shopping, visiting services, attendance at appointments and other related activities)**
 - Transport (to social programs, medical appointments, shopping, bank, retail, visit other facilities – libraries, shopping centres)
 - Home Maintenance (smoke alarm batteries, door catchers, tap washers, safety gardening, gutter cleans etc)
 - Home Modifications (grab rails, shower hoses etc)
 - Domestic Assistance (house cleaning, spring and window cleans)
 - Flexible Respite (care workers provide respite care for older people so that carers can take a break)
 - Meals (prepared and provided at a centre or other setting)



Service Review Project Scope – Active Ageing (CHSP)

1.4 Strategic Alignment to Plans, Policies & Delivery Plans

The relevant parts of Council's Strategic Plan include:

1. Community

We create opportunities for people to connect with one another and to their local community.

- 1.1. People feel a sense of belonging, inclusion and connection with places, spaces and the community
- 1.2. Diversity is welcome and celebrated
- 1.3. There are opportunities for people to volunteer, give back and share their skills with others in the community
- 1.4. Our services are accessible to all and respond to changing community needs
- 1.5. People can have a say in decisions that affect them and the key decisions of the Council.

2. Leadership

We are trusted to make good decisions that are in the best interests of our community.

- 5.1 Leadership and advocacy is focused on the long term interests of the community
- 5.2 Customer service provides a positive experience for people is based on honesty and transparency
- 5.4. Delivery of services is sustainable and adaptable
- 5.5 Decision making is informed, based on evidence and is consistent
- 5.6 Major strategic decisions are made after considering the views of our community.

2. BENEFITS

Reviewing Councils Active Ageing Program and supported funding will ensure:

- Council continues to meet Community expectations
- Optimisation of allocation of funds for services
- Improved clarity of the role of **Council's** Ageing Services and Programs.

3. RISKS

No risks are expected to be increased by reviewing our CHSP services.



Service Review Project Scope – Active Ageing (CHSP)

4. SCOPE, CONSTRAINTS & ASSUMPTIONS

Scope

Included in the scope of this project:

- 1 Will Council be sustainable under the new arrangements with activity-based payments at set prices combined with supplementary grants for some service types and providers in thin markets?
- 2 Could Council operate at prices within unit price ranges, and would it be sustainable?
- 3 Is the current business model suitable for the future, are there any changes or adjustments needed?
- 4 Are we operating in a thin market? If so, would we need supplementary grant funding and how would we explain this in a grant application?
- 5 Is our organisation able to easily extract data for regulatory reporting purposes?
- 6 Do we have a variety of data systems in use, is there a disconnect between finance and service delivery?
- 7 Are current Information & Communication Technology (ICT) arrangements suitable?
- 8 Are we prepared for the changing aged care environment and the demographic growth likely to continue in coming years, including workforce strategies?
- 9 Are we looking at the reform as an opportunity, to consider new, innovative ways to deliver services and changes to our business (including non-CHSP Community Bus and Charter Hire services)?

Exclusions

Specifically excluded from the scope of this project:

- Nil

Constraints

This project will be constrained by the following:

- In Home Aged Care Program transition arrangements.

Assumptions

This project assumes the following:

- Nil



Service Review Project Scope – Active Ageing (CHSP)

Related Initiatives / Projects

- Nil

5. STAKEHOLDERS

The table below lists the individuals and groups internally whose interests may be affected as a result of this business case proposal.

Stakeholder	Role	Interest / Context / Relationship	Organisation Change Impact
Finance	Funding	Impact on funding reporting	Potential budget amendments
Community / Customer	Program clarity	Interaction with programs and services	Program / Services amendments
Active Ageing Team	Role clarity and program delivery	Understanding outcome of review Interaction with clients	Resourcing requirements
IT / Systems	Reporting	Impact on systems requirements	New systems to meet Commonwealth required reporting

6. TIMEFRAMES

The review is expected to take four weeks from engagement of consultant with finalising of the service review anticipated May 2023.

Active Ageing

Review



Context & Purpose

Context

From 1st July 2024, the Aged Care Reform will be transitioning CHSP support to Commonwealth Government set fee per service with monthly invoicing. This change may impact the efficiency, effectiveness and experience delivered under the current service model. The upcoming aged care reform and forecasted demographic changes has triggered the need review the current service.

Purpose

Understand the future model cost to deliver CHSP services, the associated administrative and program support effort required, and investigate alternate pricing and operating models to deliver programs.

Scope

- Understand the unit cost to deliver CHSP services versus unit price ranges
- Understand the associated administrative and program support effort required
- Validate demographic trends and future service demand
- Identify Efficiency opportunities to mitigate potential supplementary funding
- Review the current ICT system to understand if it supports or limits future operating model and regulatory requirements
- Investigate alternate operating models to deliver support including alternate pricing and supplementary funding option

The Review - Approach

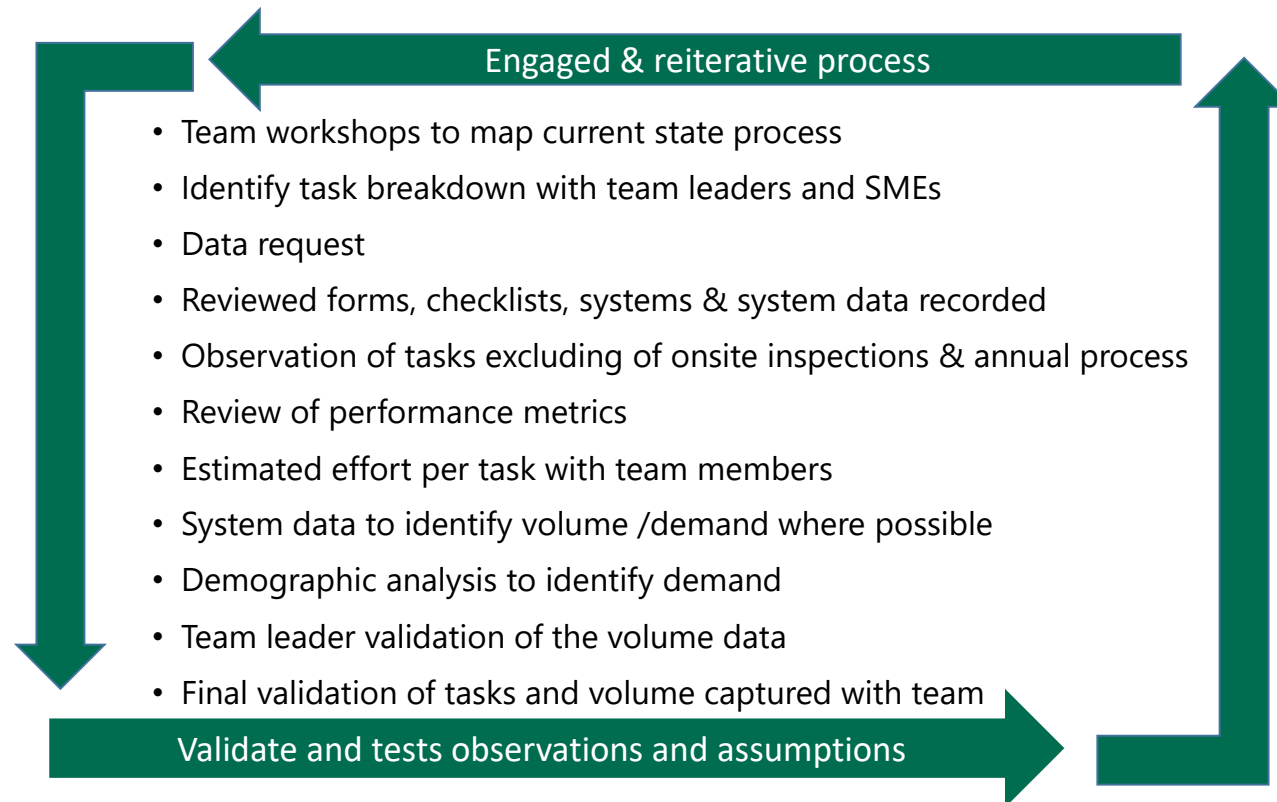


BROAD	<ul style="list-style-type: none"> Validate, at high level, all 5 components operating at an acceptable level Everything is interconnected! Must consider the upstream/downstream impacts Prioritise focus without missing gaps
FOCUSSED	<ul style="list-style-type: none"> Deep dive on components to understand root causes & improvement opportunities Focus time and energy on the likely areas for improvement

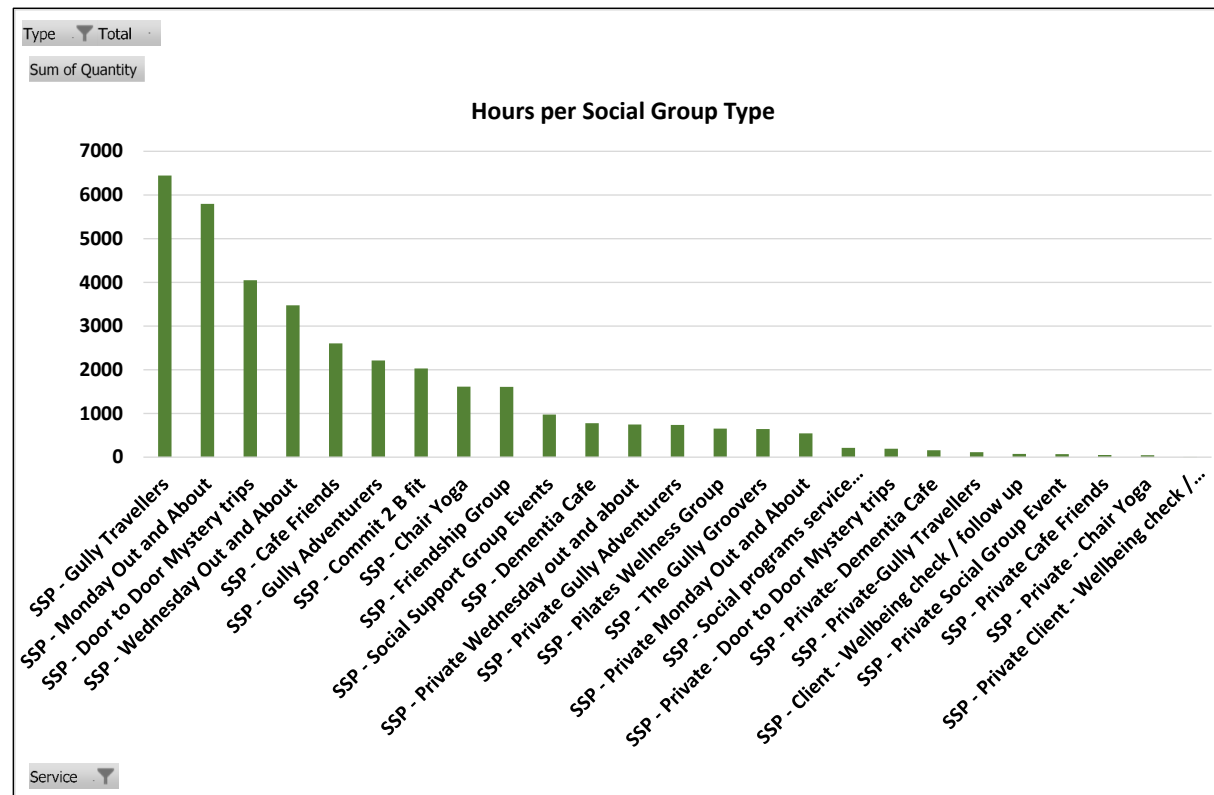
BASED ON DATA
More data available than thought
The data is often poor quality
Often takes longer to extract than expected
Exposing data creates insight

RECOMMENDATIONS
Must have a fair & reasonable rationale
Able to implement with relative speed
Have a clear action plan for delivery
Have clear line-of-sight to benefits
Must consider impacts of change

The Process



Service Types



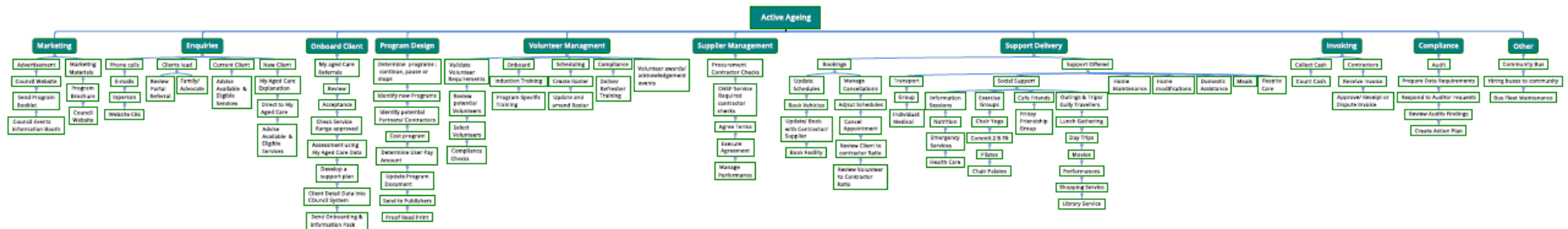
Support	Measure	FY23 Outputs
Meals	Meal	6,637
Social Support Group	Hours	35816
Respite	Hours	1,469
Home Maintenance	Hours	547
Domestic Assistance	Hours	916
Home Modifications	Hours	31
Social Support Individual	Hours	665

- Provide the community 49,930 hours and 6637 Meals
- Domestic Support 99% is long-term cleaning
- Home Maintenance 74% is gutter cleaning
- Home Modifications assist mobility in the home e.g. grab rails
- Respite is short term in-home support for the carer
- Social Groups are combination of 13% exercise, 30% outings and 57% center-based social support groups
- Social Support Individual enables mobility via shopping trips
- Group Transport and Meals are inherently linked center-based social groups

Initial Observations

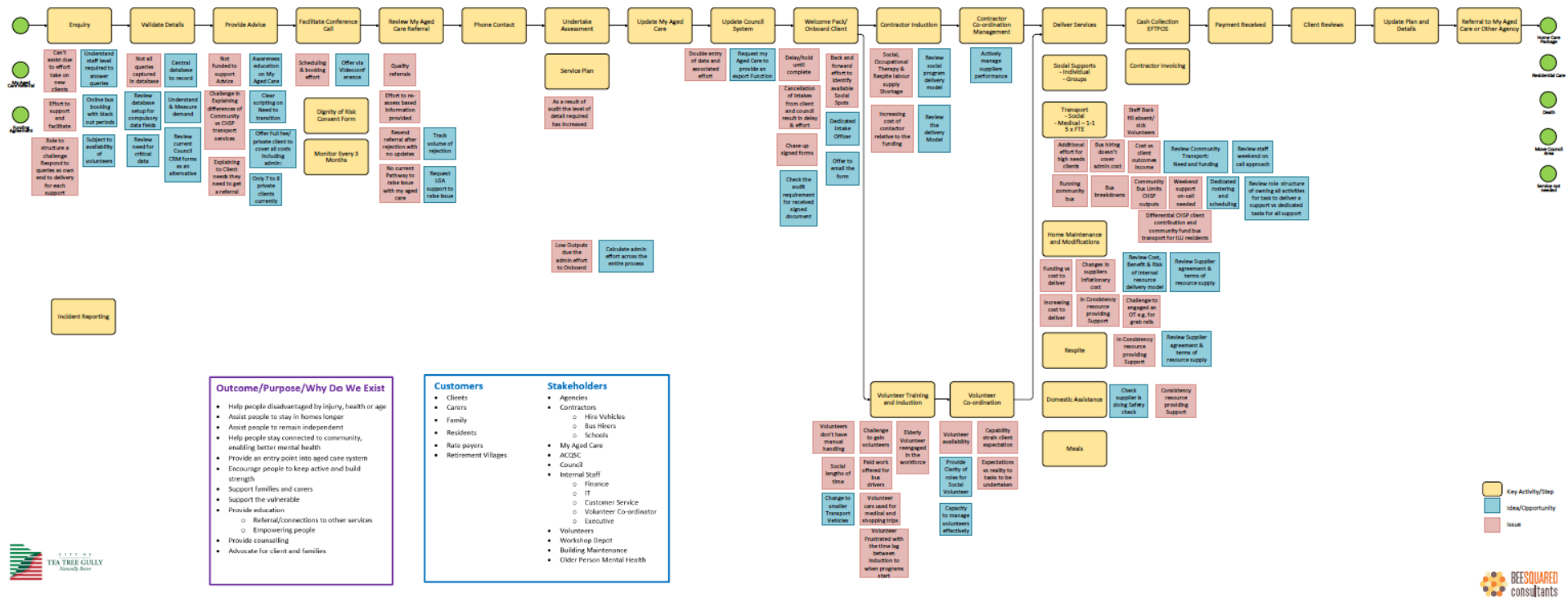
People	Strong Focus on client wellbeing and providing a valued service for the community
	Team have openly engaged identifying issues and opportunities considering new client programs
	Opportunity embed active supplier performance management
	The team view Active Ageing separate to Council and is reflected in their language often differentiating themselves from Council
	Active Aging Council team members employment terms are contracted to CHSP funding cycles
Process	Client reviews partially conducted, minimising opportunity to identify services not utilised and changes in client needs
	Effort to onboard a client similar effort across supports, resulting in high cost to service one-off supports e.g. home modifications
	Social Client onboarding has a two-stage induction with hand-off to a secondary employee
	Opportunity to actively manage and validate when repeated absences is considered a vacancy to provide the service to another client
	Outside social program there is no CRM of interest recorded of residents and no active marketing of service due to current demand
	Accounts Payable has multiple hand-offs during the team, with invoices received by Active Aging and not central Finance team
System	New software implementation has lagged, with no documented project plan creating a lack of clarity on the timing of implementation.
	No integration between multiple Council systems and My Aged Care, creating double/triple client data entry effort
Operating Model	Volunteer-based delivery for social and transport enable service, cost neutral for rate payers
	Team members largely manage each support across the client lifecycle, which create task switch inefficiency and reduced availability for client calls
	Review the client value-add of Council delivered Home Modifications Support as Council act as intermediary between multiple service providers
	Need to review current supplier agreements in light of award changes to understand any inflationary cost pressures

Task Breakdown Summary

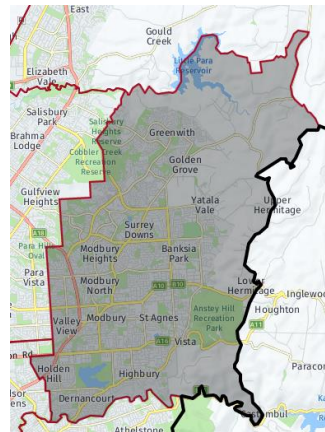


- The large variation & lower volume tasks make it challenging to direct a single resource with skill set across tasks, typical of larger teams
- The work is a mix of scheduled and reactive work reactive in nature.
- The team runs scheduled programs and on request supports responding to client calls, referrals and bookings, requiring administrative tasks
- Active aging team owns the team own the client process from end to end from onboarding to exit.
- While some task could be centralised, it provides clear cost of service provision and associated effort

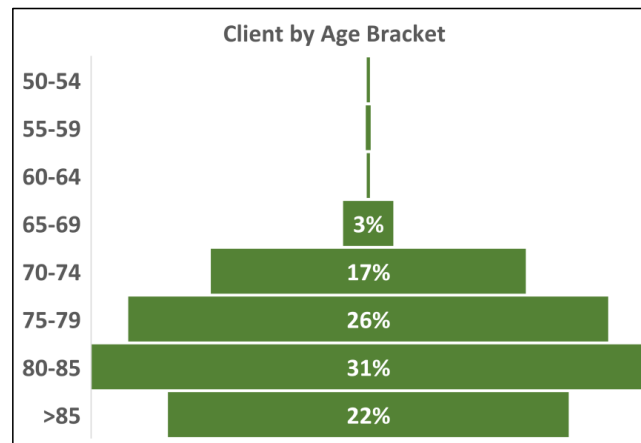
Value Stream Map



Demographics - Clients



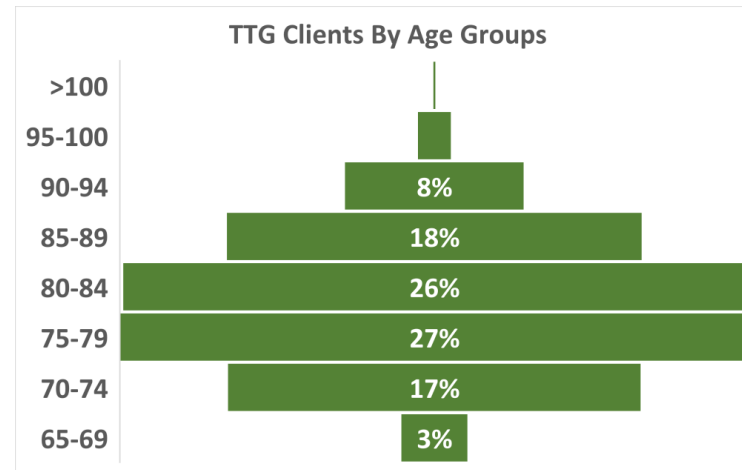
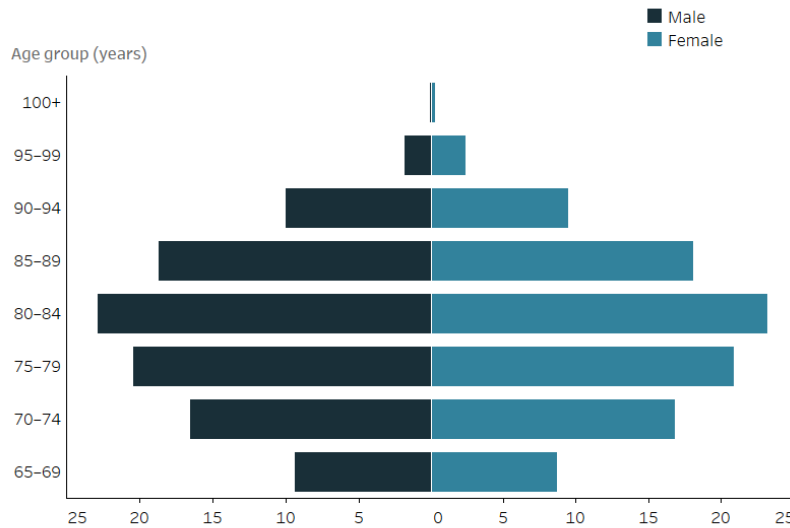
5 year age groups	2021 TTG Population	CHSP Clients	% population
50 to 54	6,721	2	0%
55 to 59	6,454	3	0%
60 to 64	6,090	2	0%
65 to 69	5,814	30	1%
70 to 74	5,559	187	3%
75 to 79	4,108	285	7%
80 to 84	2,735	282	10%
85 and over	2,482	285	11%
> 65	20,698	1,069	5%



- 5% of the 5193 residents in 65+ age range are provided CHSP services
- 47% of client range between 75 to 85
- Opportunity to increase service delivery to 65 - 74 year range

Aged Care Trends

Figure 4.1: Older Australians using home support by age group and sex, 2019-20

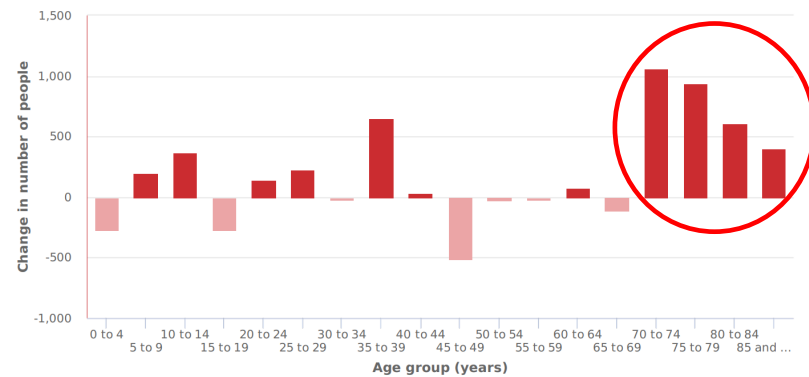


- Level of care increases with age with average age an Australian enters Home Care is age 75
- TTG clients in 65 to 74 age group is less 90+ than national average, and greater in the 75 to 84 age range
- Highlights the opportunity to grow client base in 65 to 69 range and ensure the programs are suited to age bracket

Demographics Trends

Change in age structure - five year age groups, 2016 to 2021

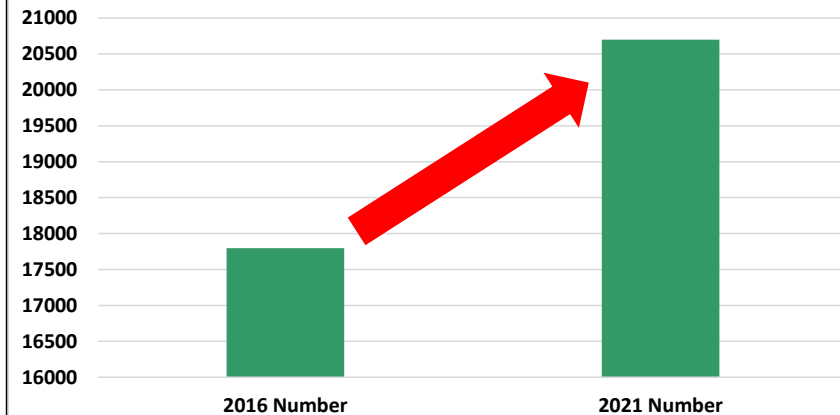
City of Tea Tree Gully - Total persons



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 and 2021 (Usual residence data). Compiled and presented in profile.id by .id (Informed decisions).

.id
informed
decisions

TTG > 65 years



- Overall TTG had 4% population growth from 2016 to 2021
- 65+ age range had 14% growth rate well above overall population
- Of the +65 range the 75 - 94 range has had the most significant growth at 23%, with 65 to 69 had -2% growth rate
- The opportunity :
 - Continued growth for support services in the + 70 year
 - 74+ age range will continue to grow, likely requiring greater volume of resident support

Demographics Trends

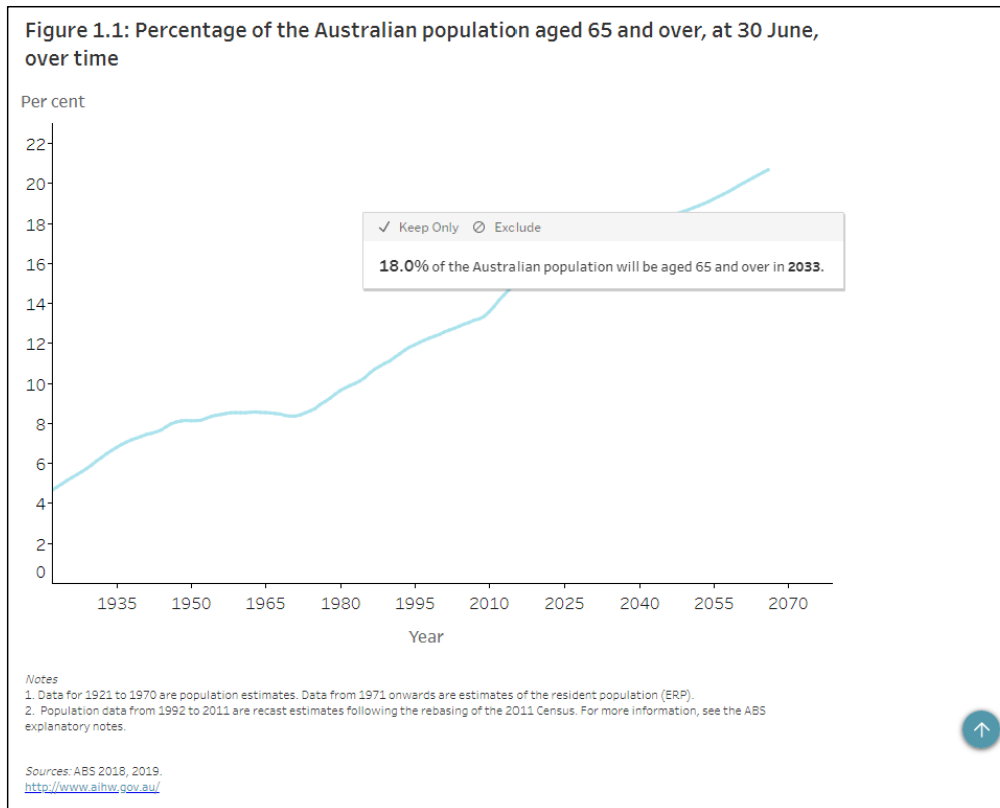
City of Tea Tree Gully - Households	2021	2016	Change
Households without children	Number	Number	2016 to 2021
Older couples without children	5,586	5,022	564
Older lone persons	4,555	3,681	874

Tea Tree Gully	Status	2021		2016		Change
Age group	Engagement status	Number	%	Number	%	2016 to 2021
65 years and over	Partially engaged	1,415	6.8	1,150	6.5	+265
65 years and over	Disengaged	17,375	83.9	14,642	82.2	+2,733

Area	2021 index	Percentile
City of Burnside	1082.7	91
Town of Walkerville	1075.5	88
City of Mitcham	1074.9	88
City of Unley	1067.2	84
City of Prospect	1054.1	75
City of Holdfast Bay	1046.9	71
City of Norwood, Payneham, St Peters	1038.5	65
City of Tea Tree Gully	1030.4	60
Campbelltown City	1021.4	55
City of West Torrens	1015.0	50

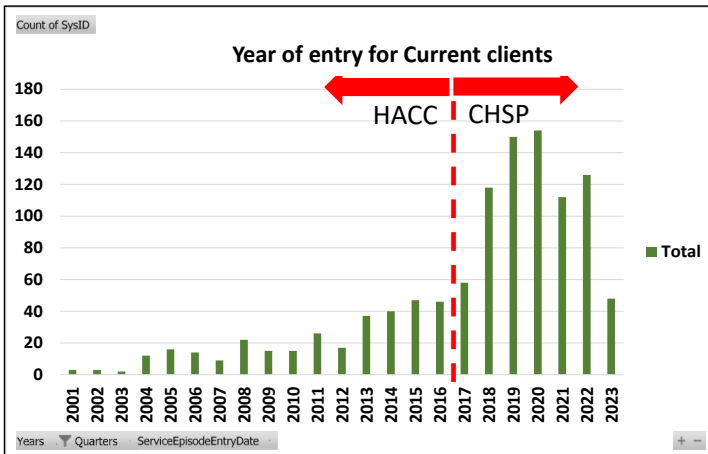
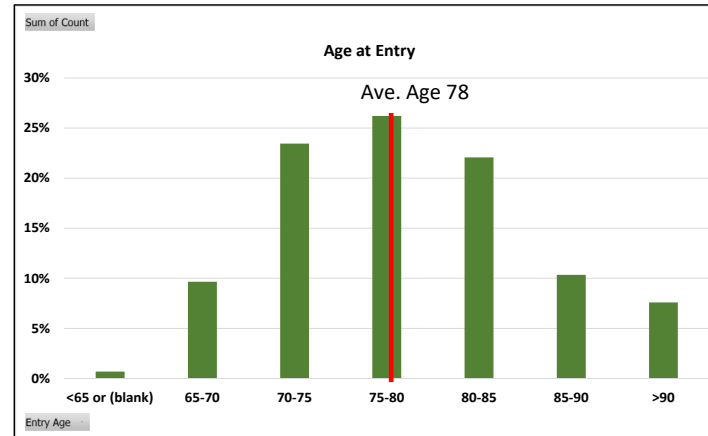
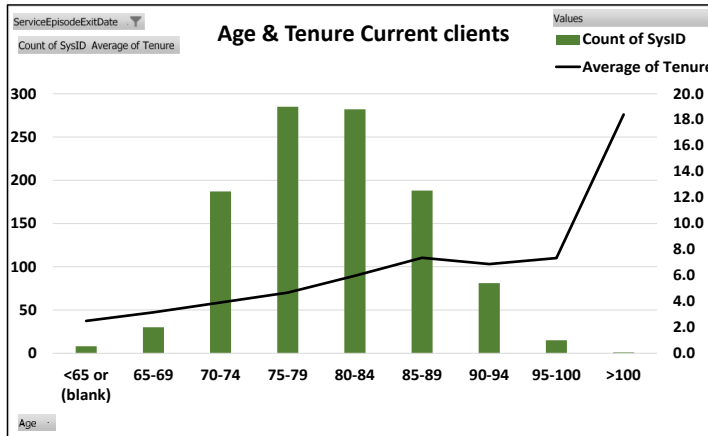
- Older couples without children and older single persons has grown by 874 (17%) since 2016
- Highlighting the potential need for older residents that could be assisted with social and community connections.
- 84% resident 65+, are not active in workforce and has grown despite the tight labour and incentives to re-enter workforce.
- Highlighting the opportunity to grow volunteer base and the ongoing need for community connection services ongoing via CHSP and Council.
- Even for those residents that work part-time in this age bracket may be less likely to take up CHSP style activities with social connection occurring via work.
- TTG ranked 8th highest in SA Relative Socio-Economic Disadvantage index, highlights potential pockets of residents that would take up full fee paying services.

Demographic Forecast



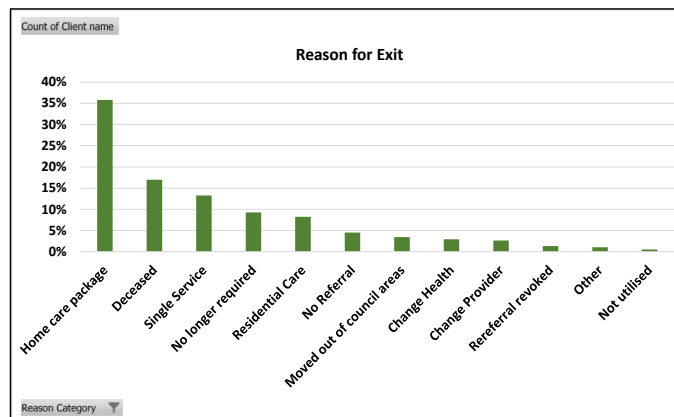
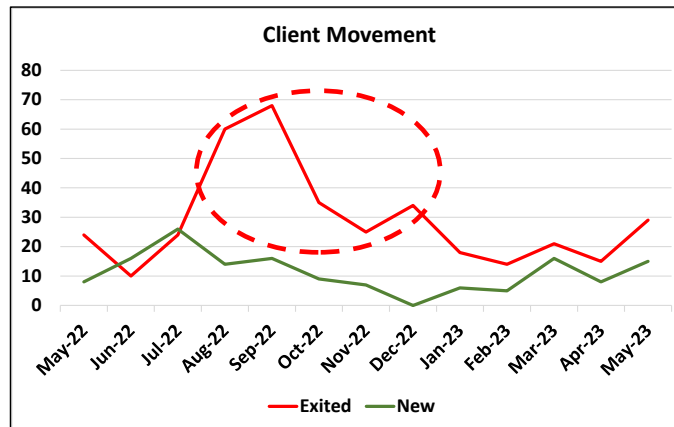
- At 30 June 2020, South Australia (19%) has the second the highest proportion of its population aged 65 +, followed by the highest proportion of people aged 85+ in its population at 2.6%
- Assuming the TTG follow the national projection, age growth rate, residents over the age of 65 will account for 22% in 2033, from 20% currently in 2023.
- This increased demand will require service delivery model to make changes to its systems, process and operating model to scale its operations efficiently while enabling an effective service delivery

Client Profile – Age and Tenure



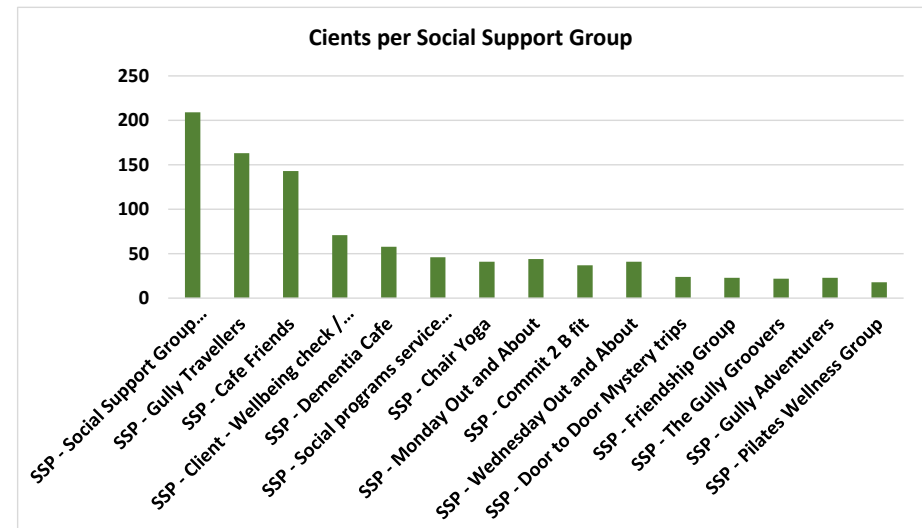
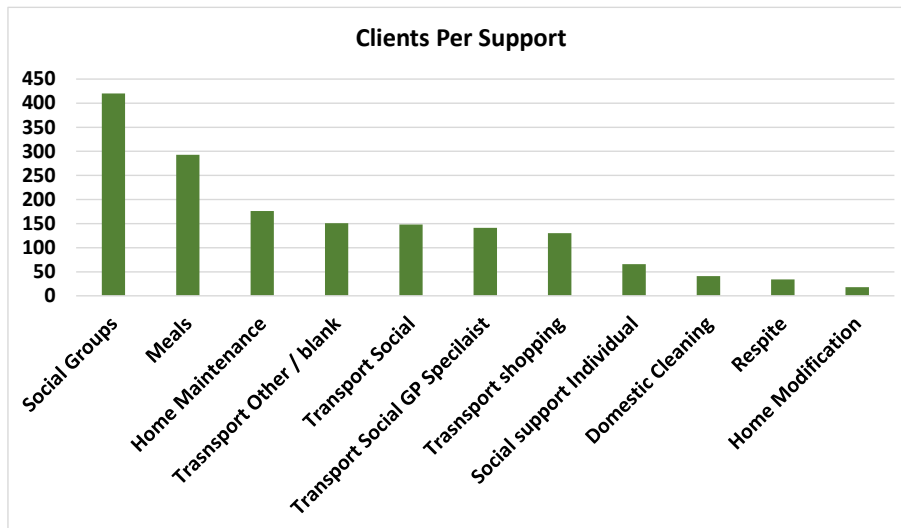
- 1069 current clients
- 75 to 79 age range is the most common age bracket
- 5.5 years average tenure of current clients
- 78 is average age of onboarding for CHSP supports
- Average tenure skewed by a number of clients entered (that transitioned from CHSP) as far back as 2001

Client Movement



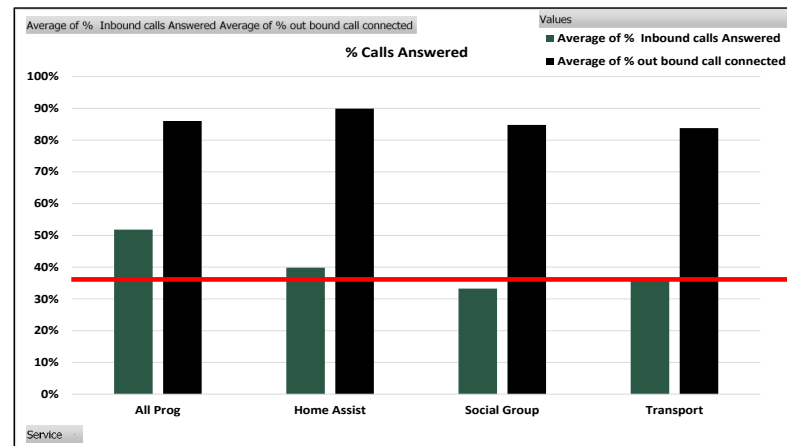
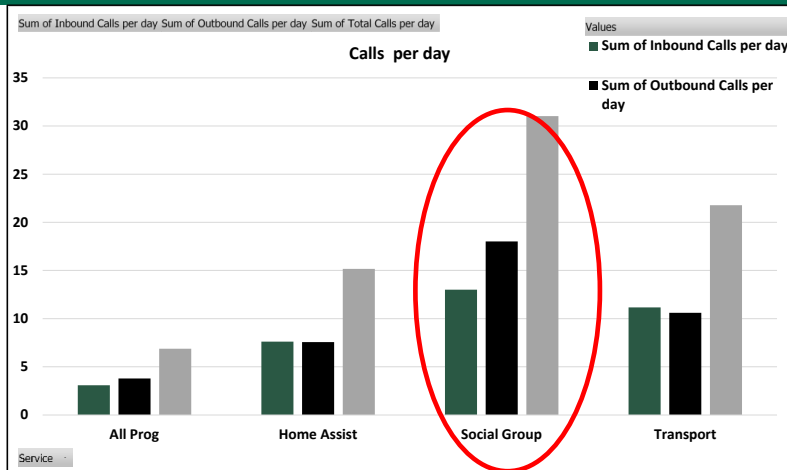
- 146 new clients onboarding in the last 12 months
- 160 exited clients in the last 12 months (excludes 220 in Aug 22 to Dec 22 that were part of cleaning exercise)
- 15% turnover of clients in the last 12 months equating to one every 2 days
- Most common reason for exit was transition to home care package, followed by deceased.
- 3rd most common reason for exit at 13% was single service provided, highlights the opportunity to consider the value single versus ongoing service clients
- There was minimal change of providers highlighting minimal dissatisfaction with service
- The current wait list for Social is around 30 clients, which covers 2 months client on average exits.
- No active CRM or database utilised to record client interest beyond social groups

Client Profile - Supports

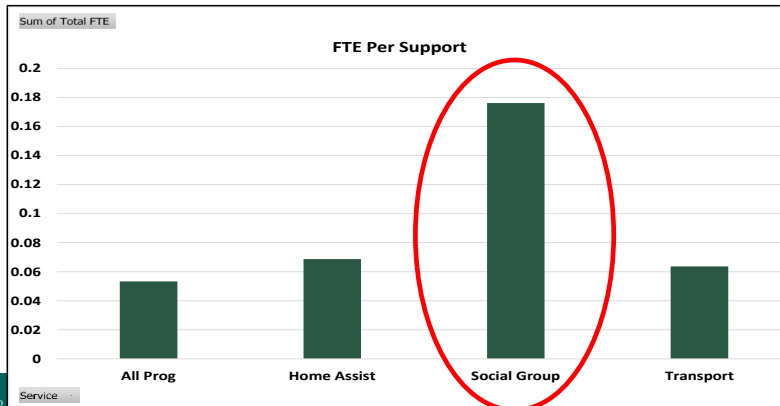


- Centre based Social Groups and, Meals are inherently linked based on the nature of program delivery.
- To a lesser degree social transport is linked to social groups with 45% of clients using use transport supports.
- 90% of clients using transport support utilise an additional support
- On average Clients utilises 2.1 supports
- Improved data structure required to breakdown the combinations at Individual support level both at current and entry.
- Data on the support mix at entry isn't easily extracted based on the data stored.

Client Calls

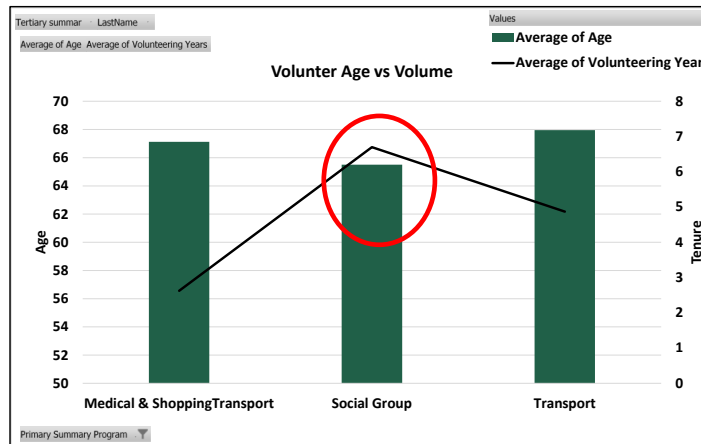
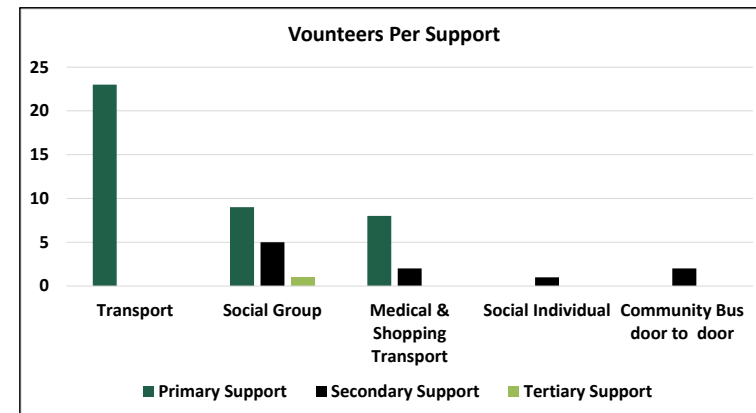
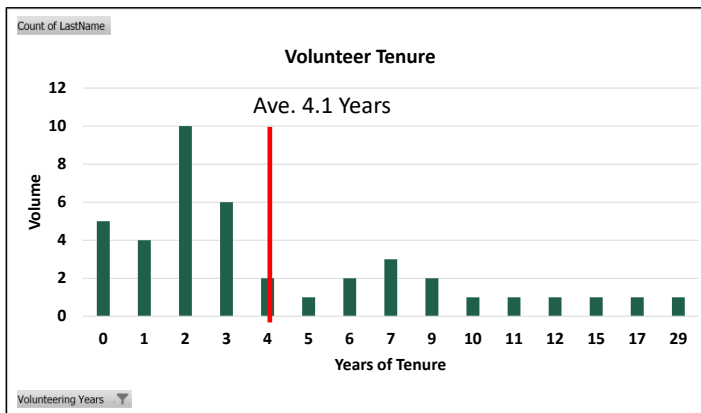


37 % Calls Answered



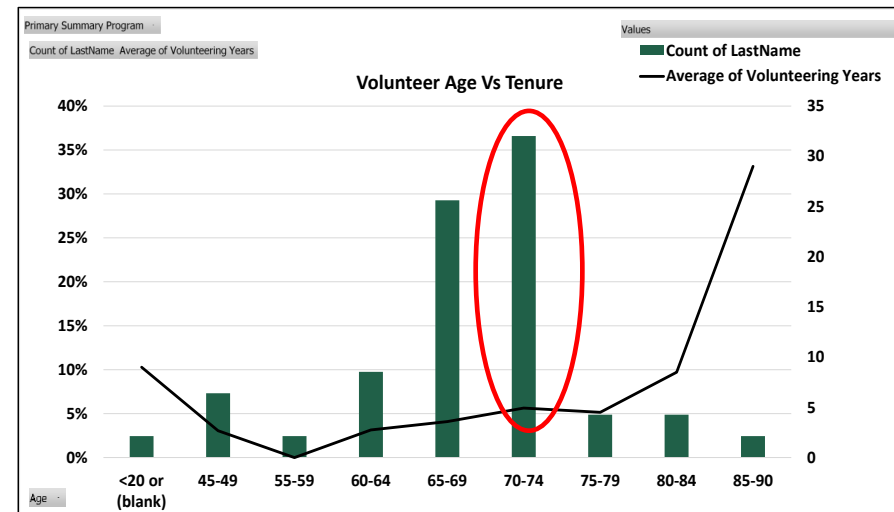
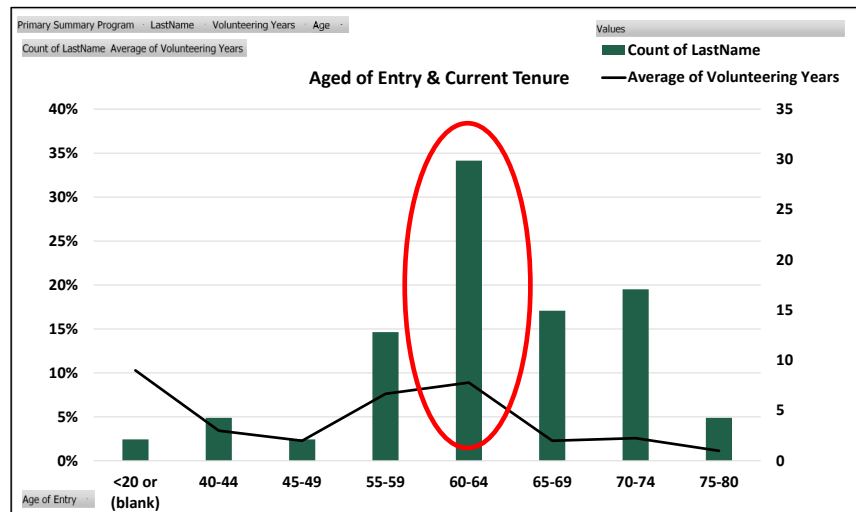
- Average 82 calls per day (39 inbound & 43 outbound)
- Average 3 mins 30 sec per call requiring **0.4 FTE**
- Social % of inbound versus outbound are relatively high and is correlated to lower % of answered calls.
- In addition, social onboarding process has an initial and secondary call.
- Social consuming nearly 50% of the call effort
- 37 % answered calls is not an ideal customer experience and creates additional work with repeat calls or call backs.
- Excludes mobile calls as data was unable to be provided, require estimate of effort to be included

Volunteers - Profile



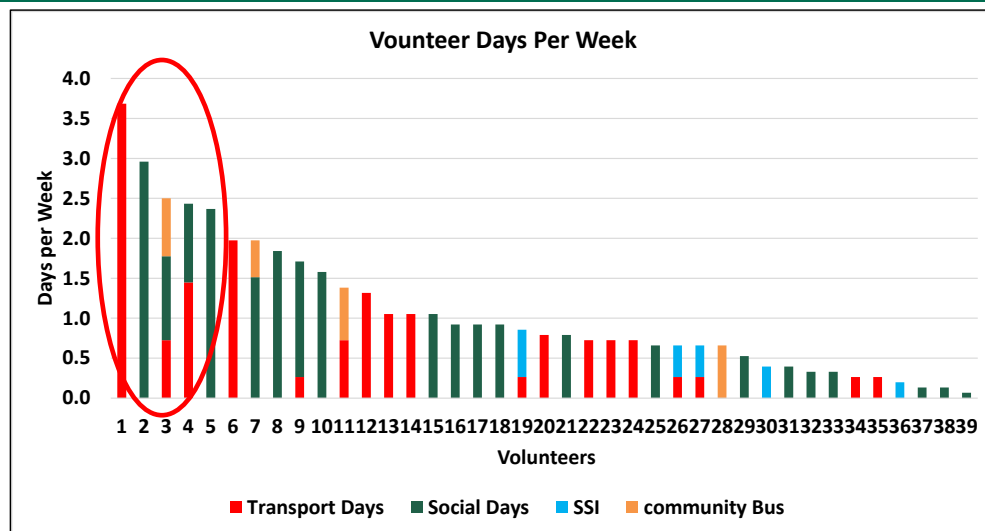
- 41 Volunteers, with 54% having tenure of 3 years or greater
- Current volunteers only 5 < one year of tenure, 25% of volunteer assist across more than one support
- Little difference in age of volunteers across supports, however, Social Group support has a longer tenure
- Low turnover highlights sustainable delivery model while providing a continuity of care/support.
- Transport has the majority of volunteers, highlighting transport volunteer management likely requires the most effort

Volunteers – Age and Hours



- Most frequent age volunteers commenced with City of Tea Tree Gully is 60 to 64 age range with average tenure of 8 years
- Current Age Demographic has the largest portion in the 70 to 74 age bracket
- Highlights stable group of volunteers which assists management overhead, however in next 5 years there will be a need to source new cohort of volunteers

Volunteer Hours

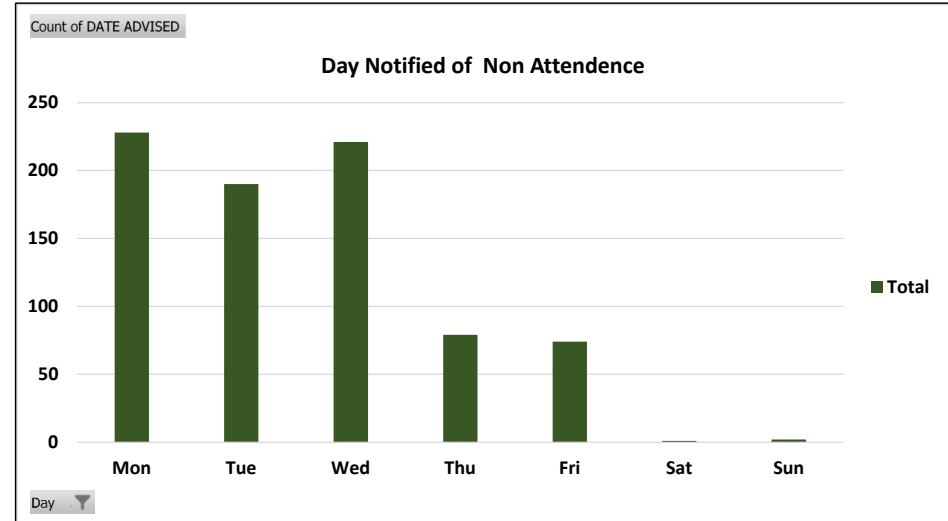
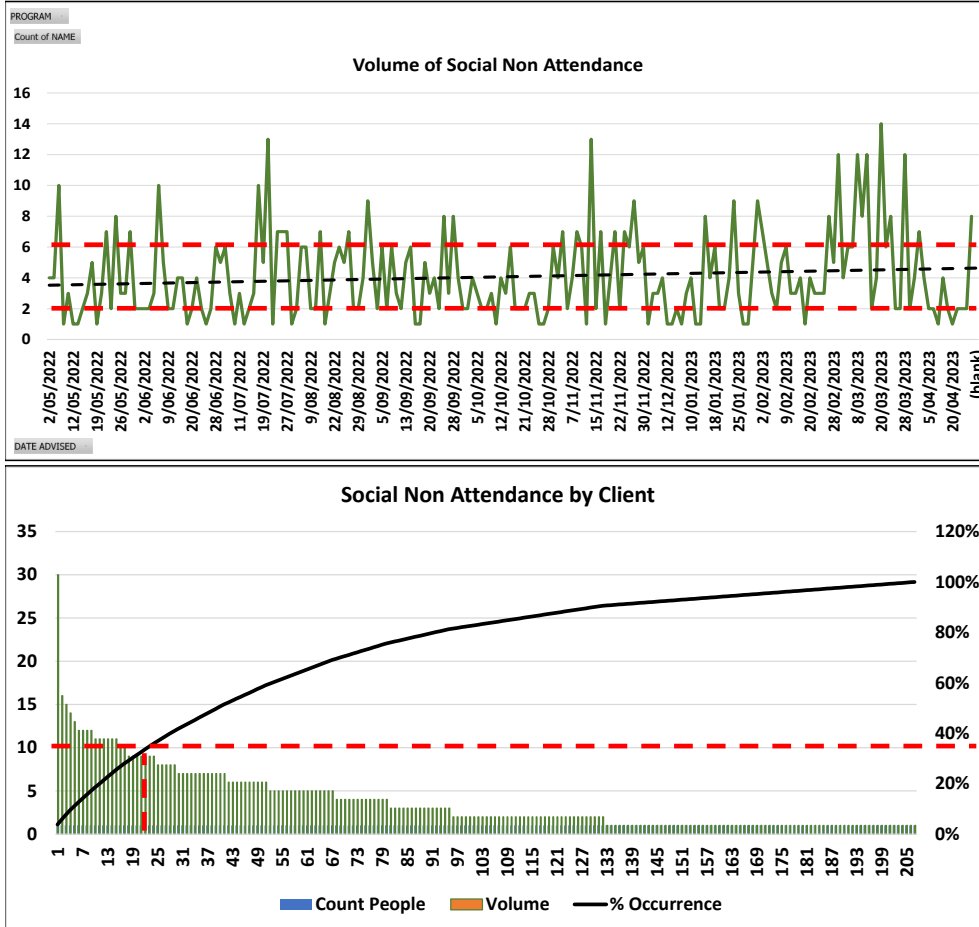


Volunteer Age	Days per week
68	3.7
72	3.0
80	2.5
73	2.5
66	2.4
90	2.4
65	2.0
62	2.0
69	1.8

Tea Tree Gully	2021		2016		Change
Volunteer status	Number	%	Number	%	2016 to 2021
Volunteer	12,650	15.1	15,670	19.5	-3,020
Total persons aged 15+	83,711	100.0	80,551	100.0	+3,160

- Total volunteer hours is equivalent to 8.4 FTE across 41 volunteers.
- Average days per volunteer is 1 day per week.
- 10 volunteers account for 56% of the hours provided
- With largest at 3.7 days per week
- Switch to a 100% Council staff operating model at Level 2 Class would equates to \$735,602 cost.
- Highlights CHSP funding would not support a non-volunteer model
- TTG Council area there has been 20% reduction in volunteers in last 4 years
- Across Australia, 1 in 2 (51%) people aged 70+ volunteered, volunteered for 100 hours or more in the last 12 months (ABS 2020a)
- Often the volunteers supporting Active Ageing are in a similar age bracket to those being supported
- Need to continue source the next intake of volunteers and understand to distribute work across the % of volunteers to mitigate key person risk

Social Program Cancellations

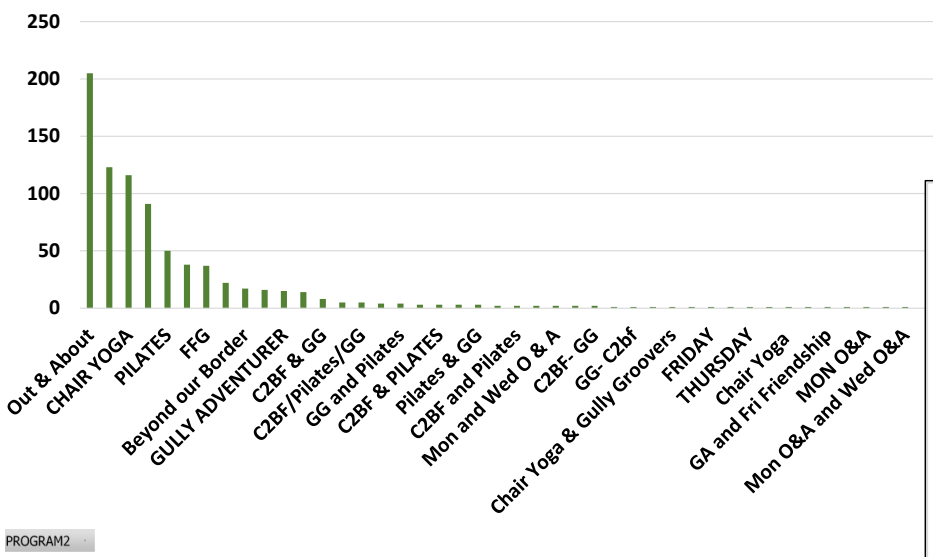


- 6% cancellation rate
- Averaging 4 per day across all programs
- 14% of clients account for 40% of non-attendance, highlighting an opportunity understand change in client needs
- Majority of notification dates Mon, Tues and Wed, the notification period is unable to be identified due to data.
- 6% cancellations result in an estimated \$14,000 p.a. income reduction
- 6% cancellation where Government funded payments per outputs model would result \$75,000 p.a. income reduction

Program Cancellation

Count of DATE ADVISED

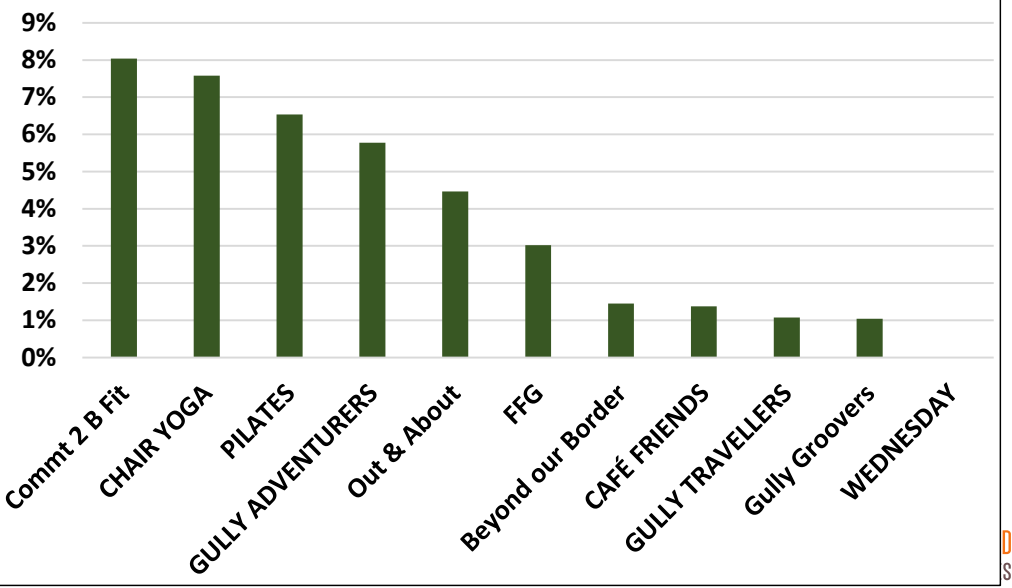
Non Attendance by Program



PROGRAM2

- Out and About program has the largest volume of non-attendance.
- % absence relative to program size are exercise classes
- Opportunity to engage regular non-attendance to gain feedback
- Opportunity to minimise lost revenue due to cancellations and reduction in cash handling effort is pre-payment for a block of programs with a defined expiry period e.g. 12 months

% Absent

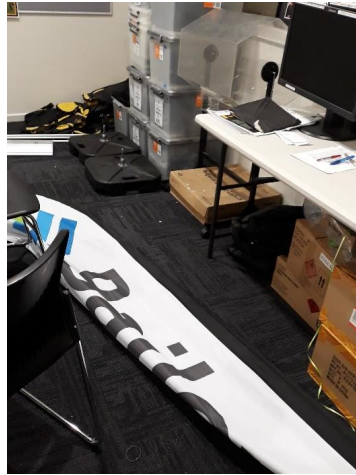


Social Program Non-Attendance

Day	Name	Occurrence	CHSP Registered	Private Clients	Average Attendance	% Attendance
Monday	Out & About	Weekly	33	3	26	72%
Tuesday	Gully Adventures	Weekly	15	4	14	74%
Tuesday	Chair Yoga	Weekly	19	1	14	70%
Wednesday	Out and About	Weekly	22	3	14	56%
Wednesday	Commit 2 B Fit- Low	Weekly	12	0	11	92%
Wednesday	Commit 2 B Fit- Mod	Weekly	15	0	9	60%
Thursday	Café Friends	Monthly	85		85	100%
Thursday	Dementia Café	Monthly	39	8	26	55%
Thursday	Chair Yoga	Weekly	17	0	12	71%
Friday	Friendship Group	Weekly	18	0	16	89%
Friday	Pilates	Weekly	13	0	8	62%
Friday	Gully Grovers- low	Weekly	12	0	8	67%
Friday	Gully Grovers - mod	Weekly	11	0	7	64%
Friday	Beyond our Border	Weekly				
Various	Gully Travellers	Weekly	50	0	35	100%
Total			361	19	285	75%

- Overall there is a 75% attendance rate to Social Group programs
- Opportunity to engage regular non-attendance client to understand if their circumstances have changed or if they have feedback on the program .
- 25% non-attendance results in \$20K reduction in client contribution income.
- Where Government payment are made on outputs deliver and not block funding, 25% non-attendance could result in approximately \$270K reduction income

Social Facility Challenges at Tilley

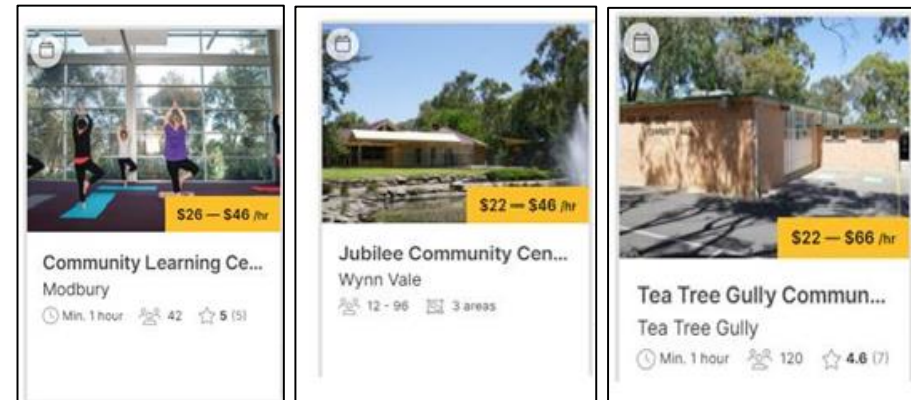


- There are common issues and challenges in utilising a shared space
- It estimated this is taking on average an extra half a day a week (0.1 FTE) to address issues
- Regular issues are:
 - Rubbish and equipment left out
 - Users using the dish sanitiser as a dishwasher, need to call maintenance
 - Kitchen benches not wiped
 - Stove not cleaned from parties
 - Kitchen equipment missing
 - Tables missing from storage location
 - Floor sticky from alcohol spills
 - Bathroom not cleaned
- Opportunity to work with the Property and Activation team to facilitate a discussion to work collaboratively with co-tenant and cleaners to resolve issues
- Recommend reviewing if the income from a hired weekend function facility outweighing the cost to address issues and if the purpose is aligned

Alternate Sites Considered

- Key requirements for the active ageing facility include:
 - Wheelchair access and toilets
 - Caterer's kitchen
 - Easy and ample parking
 - Accommodate up to 50 to 85 seated attendees
 - Sound heating and cooling
- 3 alternate Council facilities were identified as suitable:
 - Jubilee Community Centre
 - Tea Tree Gully Community Centre - with kitchen upgrades
 - Community Learning Centre (CLC) - for exercise programs

- Jubilee is already heavily utilised
- Tea Tree Gully Community Building are 33% booked. This could be further explored as booked for 33% in FY 24
- Community Learning Centre has capacity to accommodate exercise programs
- Recommended a utilisation and scheduling analysis to enable a move of exercise programs to CLC, to enable capacity for growth of other social programs at Tilley.



Site/ Room	Days Booked	% Business Days Booked
Community Learning Centre	40	15%
Room LG1: Community Learning Centre	47	18%
Room LG2: Community Learning Centre	43	17%
Jubilee Community Centre- Hall 1	193	74%
Jubilee Community Centre- Hall 2	162	62%
Jubilee Community Centre - Building 2 Office	105	40%
Room 1 - Jubilee Community Centre	79	30%
Tea Tree Gully Community Building	86	33%

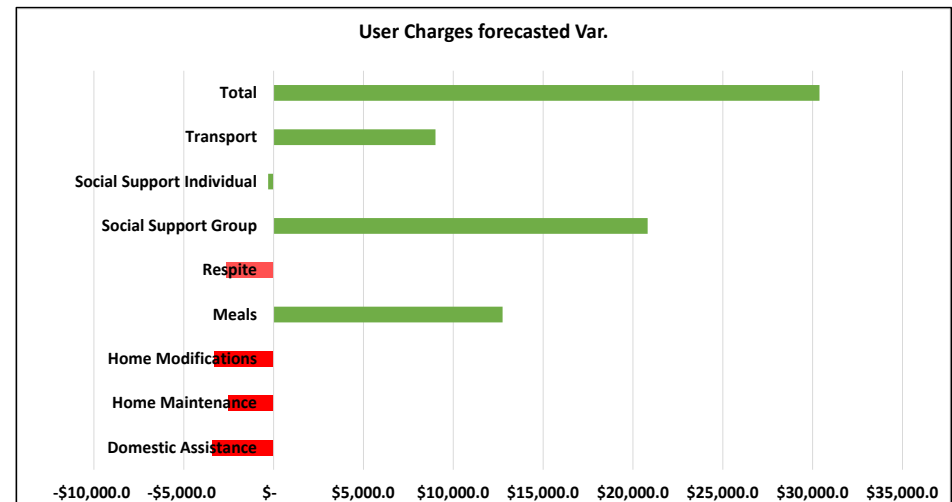
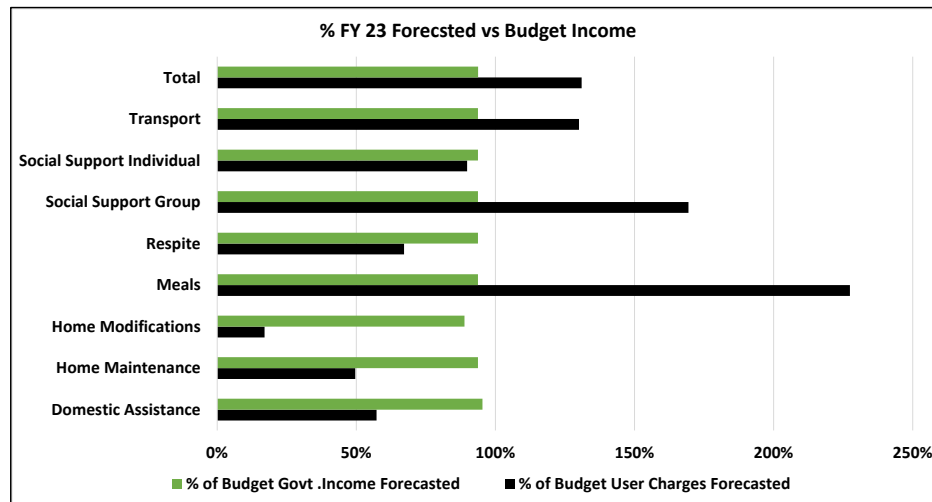


Financials

Natural Account	YTD Actual to May	FY Current Budget
Total 1088 - Active Ageing	678,667	734,914
Total 1089 - Domestic Assistance	(45,866)	(46,627)
Total 1090 - Home Maintenance	(28,098)	(34,598)
Total 1091 - Home Modification	(6,616)	(10,403)
Total 1092 - Meals	(38,255)	(37,920)
Total 1093 - Public Transport	535	(17,000)
Total 1094 - Respite	(87,248)	(79,555)
Total 1095 - Social Support Group	(342,146)	(276,310)
Total 1096 - Social Support Individual	(26,317)	(26,868)
Total 1097 - Transport	(244,118)	(280,032)
Grand Total	(139,462)	(74,398)

- FY23 YTD as at May highlighting \$139K surplus above \$75K forecasted
- Variance has largely been driven:
 - Salary reduction \$56K with vacancy not back-filled
 - Client contribution for Social Group exceeds budget by \$15K
 - Social contractors utilising 50% of the budget
- The true profitability per output is not easily able to be viewed as salaries are not apportioned across support
- FY22 user charges are 10% of income
- Highlights full fee paying would require a significant additional contribution.
- Need to validate the monthly budgets breakdown to alignment to the timing of actual Commonwealth Government funding revenues as this distorts the monthly financial position.

Actual Client Contribution vs Budget



- Respite, Home Modifications, Home Maintenance, Domestic Assistance & Social Support Individual are below the funded outputs which result \$12K reduction in revenue
- This is however balanced by the Social Group, Meals and Transport, being above budget.

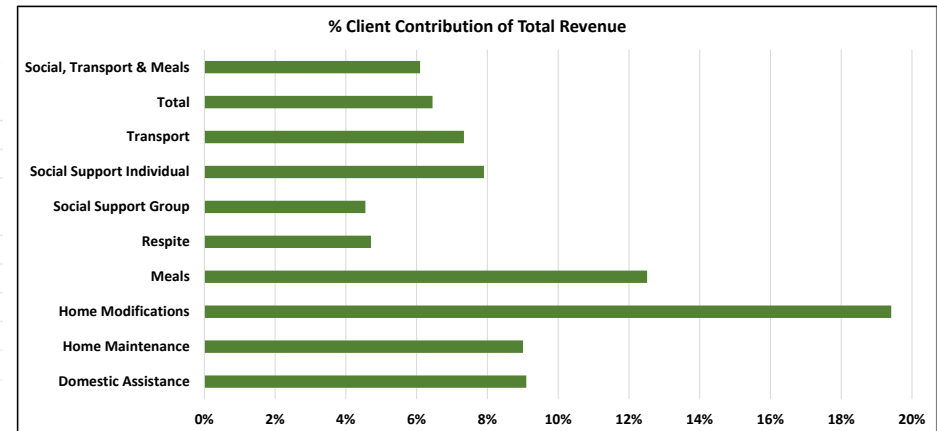
Cancellations and Output Variation Impact

Support	22/23 Govt Funding	Outputs per annum	Govt Unit	Unit Income	Client Contribution	Contribution Unit	Budgeted Client Contribution	% Client Contribution of Income	Non Attendance Impact Client Contribution	Adjusted % Client Contribution	Client Contribution of reduced outputs
Meals	\$ 69,920	7000	Meals	\$ 9.99	5	Meal	\$ 30,592	30%	-\$ 9,387.00	23%	+\$12,742
Social Support -Groups	\$ 629,000	37000	hours	\$ 17.00	5.0	Sessions	\$ 30,592	5%	-\$ 7,075.00	4%	+\$20,813
Transport - Community & Home Support	\$ 378,932	21051	Trips	\$ 18.00	7	trip	\$ 44,672	11%	-\$ 4,150.00	10%	+\$9,009
Social Support Individual	\$ 34,960	700	Hours	\$ 49.94	7.5	trip	\$ 5,250	13%			-\$31,643
Home Modifications	\$ 16,604	230	\$	\$ 72.14	16	hrs	\$ 3,683	18%			-\$ 305
Home Maintenance	\$ 50,498	700	hrs	\$ 72.14	16	hrs	\$ 11,200	18%			-\$ 3,318
Flexible Respite	\$ 161,855	2430	hrs	\$ 66.61	6	hrs	\$ 14,580	8%			-\$ 2,519
Domestic Assistance	\$ 79,909	1500	Hrs	\$ 53.27	16	hrs	\$ 24,000	23%			-\$ 2,625
Income	\$ 1,421,677	#####					\$ 164,569	10%	-\$ 20,612.00	9%	-\$3,695
											-\$1,260

- Home Modifications, Social Groups & Individuals client contribution unit measures varies between government funding payment and client contribution
- Makes it more challenging to measure misalignment in revenue and cost as they may not directly rise and fall together
- Cancellations result in \$20,600 loss in revenue
- Outputs are not met in Non-social reduced client contributions, this is outweighed by Meals, Social and Transport being above budget.
- While Transport is +9K over budget, by not delivering on the units \$31K missed client contributions
- Recommend revalidation of the budget logic and assumptions to ensure cancellations and known reduced outputs are considered.

Client Contribution

Supports	TTG Client Contribution	Contribution Unit	Govt Reasonable Mid Range	TG > Mid	TTG > Top
Meals	5	Volume	8	N	N
Social Support -Groups	5.0	Sessions	3	Y	Y
Transport - Community & Home Support	7	trip	7	N	N
Social Support Individual	7.5	trip	6	Y	N
Home Modifications	16	hrs	8	Y	Y
Home Maintenance	16	hrs	14	Y	N
Flexible Respite	6	hrs	6	N	N
Domestic Assistance	16	hrs	9	Y	Y



- Social Support Groups, Home Modifications and Domestic Assistance are above the top end range
- Meals is only client contribution less than the reasonable mid range
- \$17.6K opportunity if the client contribution for Meals is lifted to the mid range from \$5 to \$8
- Opportunity to understand current TTG facilities maintenance model and contractors' rate to identify if a more competitive contractor rate can be achieved through bulk agreements

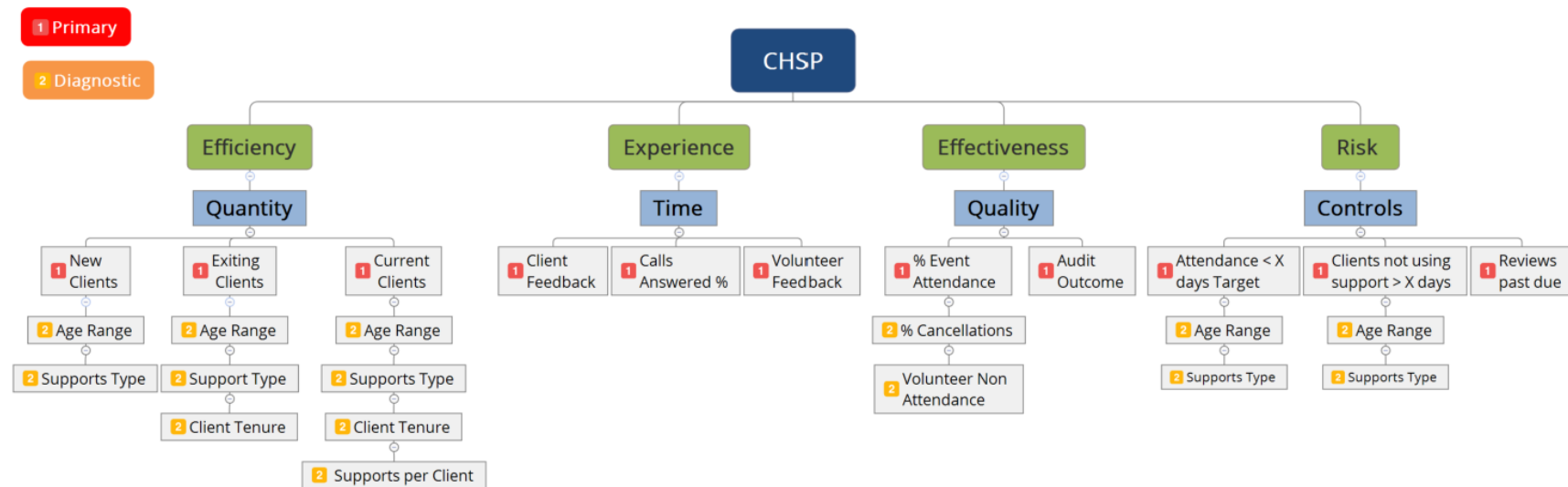
Full Fee-Paying Clients

Non CHSP Council run Senior/Adult Programs	Cost	Locations
Crochet	3	Surrey downs
Gentle Exercise	0	Holden Hill Community Centre
Grief and loss support	0	Jubilee
Jubilee Walkers	0	Jubilee
Bowls	3	Jubilee
Use Smart Phone	0	Library
Propagating Kindness	Donation	Surrey Downs
Zumba	0	Holden Hill Community Centre
Shut u write up	0	Community Learning Centre
Sewing	3	Jubilee
Sing yourself	5	Surry Downs
Craft Scrapping	5	Holden Hill Community Centre
Cancer Support	3	Jubilee
Tai Chi	20	Surrey downs
Tai Chi	5	Wynvale
Acrylic Art	5	Holden Hill Community Centre
Chair Pilates	5	Greenwith Community Centre
Craft	3	Jubilee
Knit & yarn	3	Jubilee
Virtual Reality	0	Library
Mosaics	10	Holden Hill Community Centre
Repair Cafe	0	Montague
Garden Group	0	Surrey downs
Community Bus	Donation	N/A

Support	Current Client	Contribution Unit	Full Fee Paying	% increase
Meals	\$ 5.00	Meal	\$ 14.99	300%
Social Support -Groups	\$ 5.00	Sessions	\$ 29.50	590%
Transport - Community & Home Support	\$ 7.00	trip	\$ 25.00	357%
Social Support Individual	\$ 7.50	trip	\$ 64.94	866%
Home Modifications	\$ 16.00	hrs	\$ 88.14	551%
Home Maintenance	\$ 16.00	hrs	\$ 88.14	551%
Flexible Respite	\$ 6.00	hrs	\$ 72.61	1210%
Domestic Assistance	\$ 16.00	hrs	\$ 69.27	433%

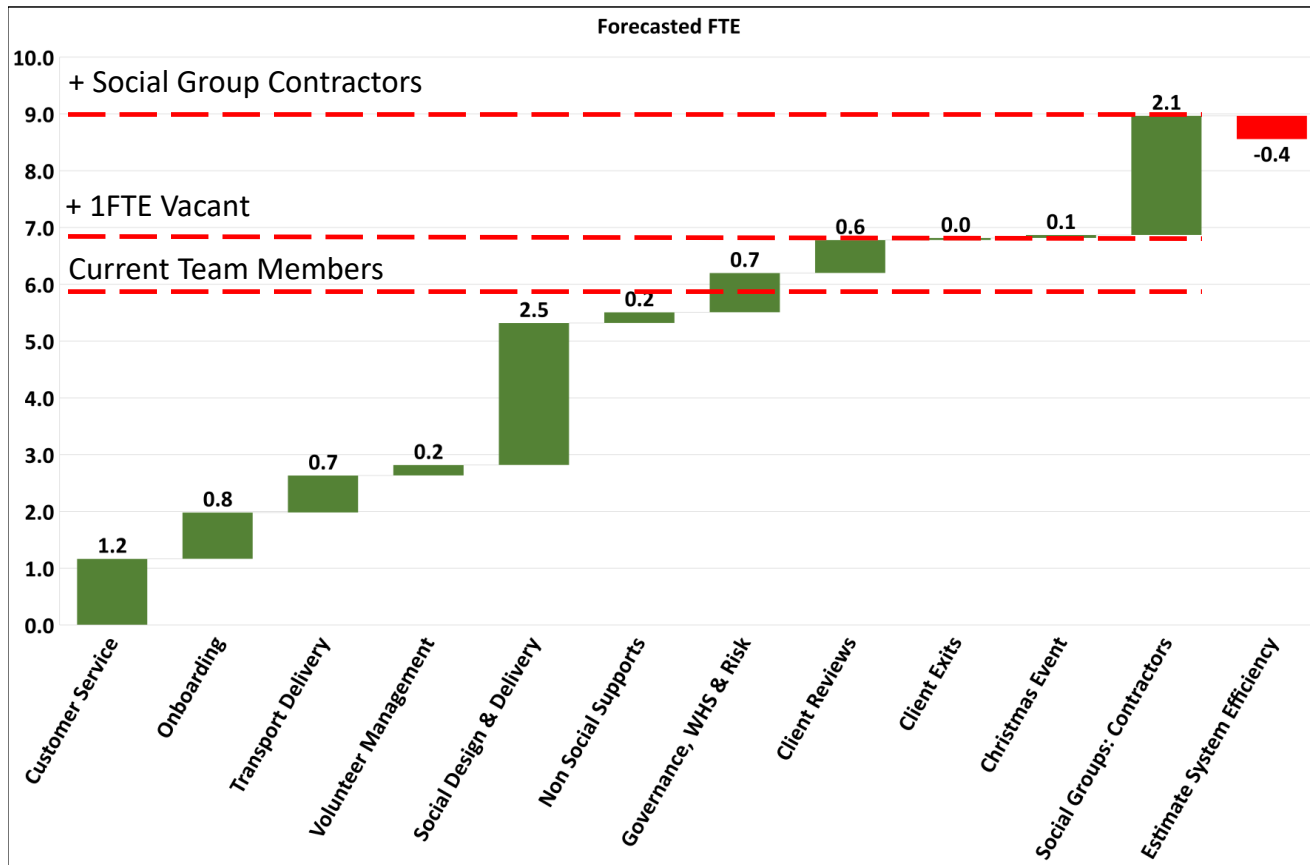
- There are 19 full fee-paying clients today. They are predominantly clients transitioned to home care package. Support is paid via home care package.
- As the current user charge only covers 6% of the income there is a significant increase
- Challenge for full fee-paying social programs is there are senior social groups that are aligned to current fees. Opportunity is referral from CHSP for those not funded to attend alternative community connection activities to the community team.
- Where there is capacity in a social group and funded outputs are full, there is an opportunity to provide support regardless as these are scalable supports.
- There is an opportunity to offer full fee paying for non-social to test demand, prior to committing full fee-paying model as this is easy to scale up or down.

Recommended Performance Metrics



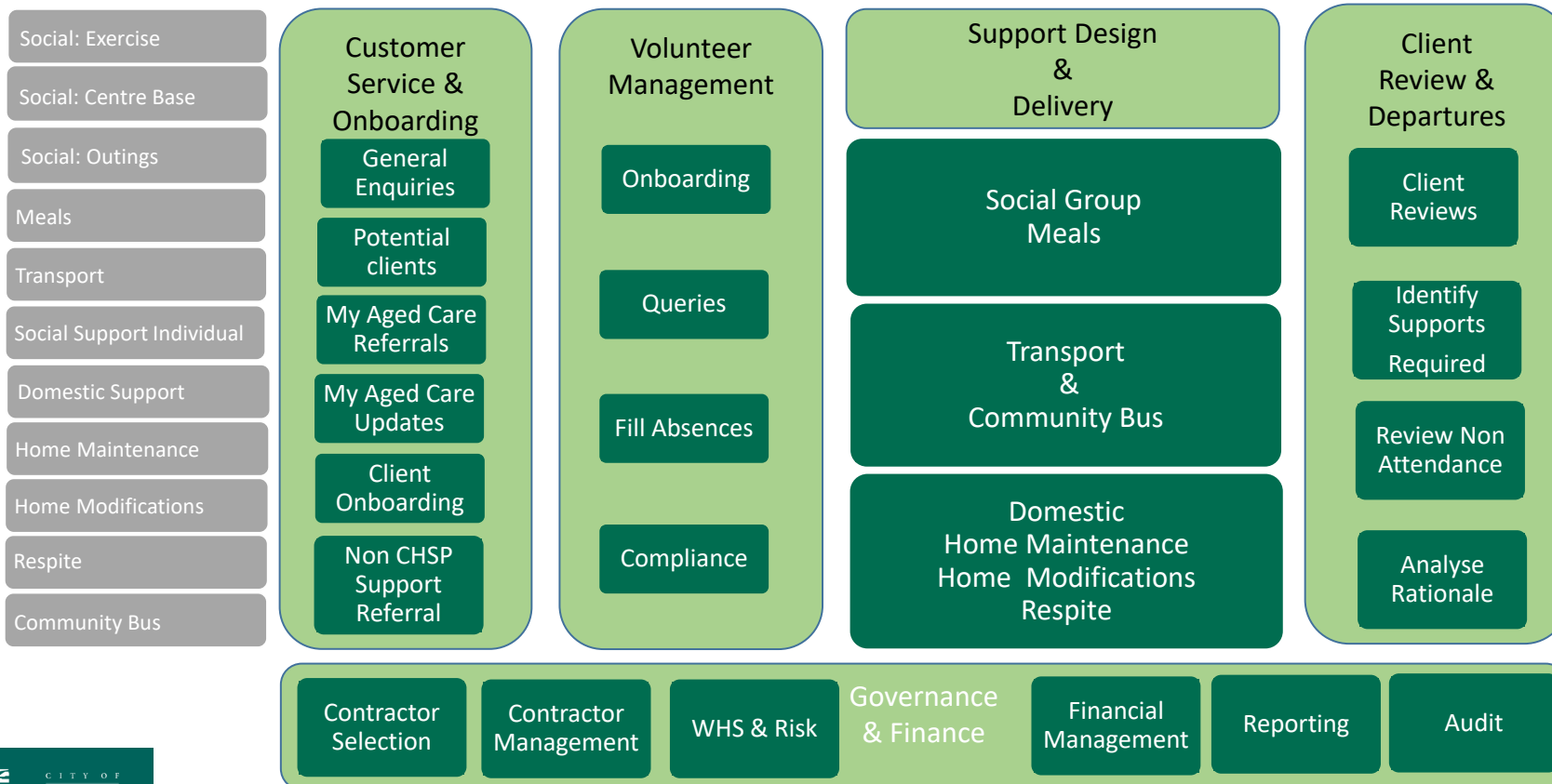
- No current specific internal control metrics used to reflect or manage performance
- Metrics balanced across Efficiency, Effectiveness, Experience and Risk will assist to manage service
- Metrics supported by a governance framework that meets at regular intervals for review would enhance visibility of performance to agree the required interventions and improvements in a timely manner.

Required FTE

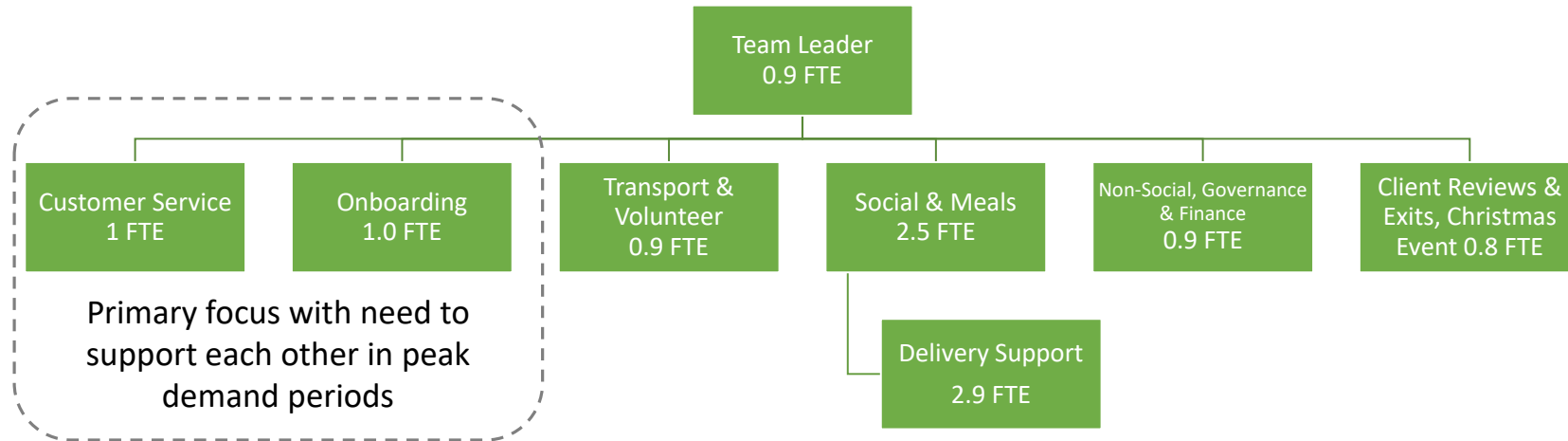


- To meet all current outputs 9 FTE to complete the work plus Team Leader
- Required are 7 FTE to complete the work plus 1 Team Leader
- 2.1 FTE are contracted staff utilised for social program.
- 1 FTE Gap is filled by Team leader effort of vacant role and some supports have closed
- Estimated reduction of data entry with a single system 0.4 FTE.
- This estimation should be validated at testing and post-implementation prior releasing FTE capacity
- Opportunity to convert Social Group contractors to Council Staff current \$372K budget equating to 3 FTE, based on current demand will save \$97K

Proposed Model Transition



Organisational Chart Under Proposed Model



- Customer Service and onboarding FTE will have a primary focus while supporting each other during peak demands
- Transport and Volunteer Management tasks are grouped together given Transport's heavy reliance volunteers
- Non-social has been grouped with finance as after onboarding, service delivery is via contractor engagement and will minimise hand-offs during finance process.
- Move to a functional based on the current full-time mix will result in 0.3 inefficiency, this however enable capacity for growth.

Recommendation Road Map

	Phase 1	Phase 2	Phase 3	Phase 4
PEOPLE	Create Positions Description	Fill vacant FTE & Transition contractors to permanent roles	Team Leader upskilling in process and resource management	Upskill sales processes
	Dedicated project resource			Volunteer Workforce Plan
PROCESS	Fill Social Group capacity with wait list	Leverage system data embed metrics & governance	Active Referral to Council non CHSP services	Re Assessed closed supports
	Increase Exercise Groups to known vacancy rate	Record client interest in CRM	Transfer Exercise Programs to CLC to enable Capacity	Revisit building labour market for Home Mods
SYSTEM	Proceed with planned software implementation	Reassess estimated system efficiency gains	Adjust phone lines to redirect IVR to group line	
OPERATING MODEL	Validate contractor price changes	Supplier performance meetings	Transition to recommended operating model	Test demand for full fee Non-social Support

Project plan and an assessment is required to determine if the skills and capacity exist to implement, along with other organisation priorities to be agreed to determine exact timing.

Budget Impact

Recommendation/Deliverable	Base Cost / Revenue	Logic	Assumption	Budget Impact
Fill Social Group non-attendance with waitlist	\$20,612	Fill Capacity with social waitlist	-50%	-\$ 10,306
Transition contractors and fill vacant FTE	\$371,190	Transition rate to employee salaries	-75%	-\$ 78,351
3 months dedicated project resource	\$96,385	Enable smooth transition to new system	25%	\$ 24,096
Additional 0.5 FTE hire to meet outputs	\$96,385	Provide FTE capacity to meet outputs	50%	\$ 48,192
Open MAC referrals and timely acceptance	\$12,462	Client contribution from meeting non-outputs	-75%	-\$ 9,347
Move Meals client contribution to mid range	\$10,000	Increase client contribution from \$5 to \$8	60%	-\$ 6,500
Process and resource management up-skill	\$0	Upskilling efficiently manage the work system		\$ 5,000
Sales and upskilling and process design	\$0	Upskilling to transition sales skills		\$ 5,000
System efficiency capacity gain	\$96,385	50% reduction in triple data entry of client data	-40%	-\$ 38,554
Full fee non-social trial	\$96,385	Marketing, sales Delivery Effort	40%	\$ 38,554
Net Budget Impact				-\$ 22,215

INFORMATION REPORT
SERVICE REVIEW COMMITTEE MEETING

05 July 2023

Community Services

CX Strategy 2023 - 2028 (D23/36562)

The CX (Customer Experience) Strategy is part of the annual CEO Key Performance Indicators and sets the course for how we curate a deliberate and positive customer experience for our community.

This strategy sets the course for customer transformation across 4 key pillars.

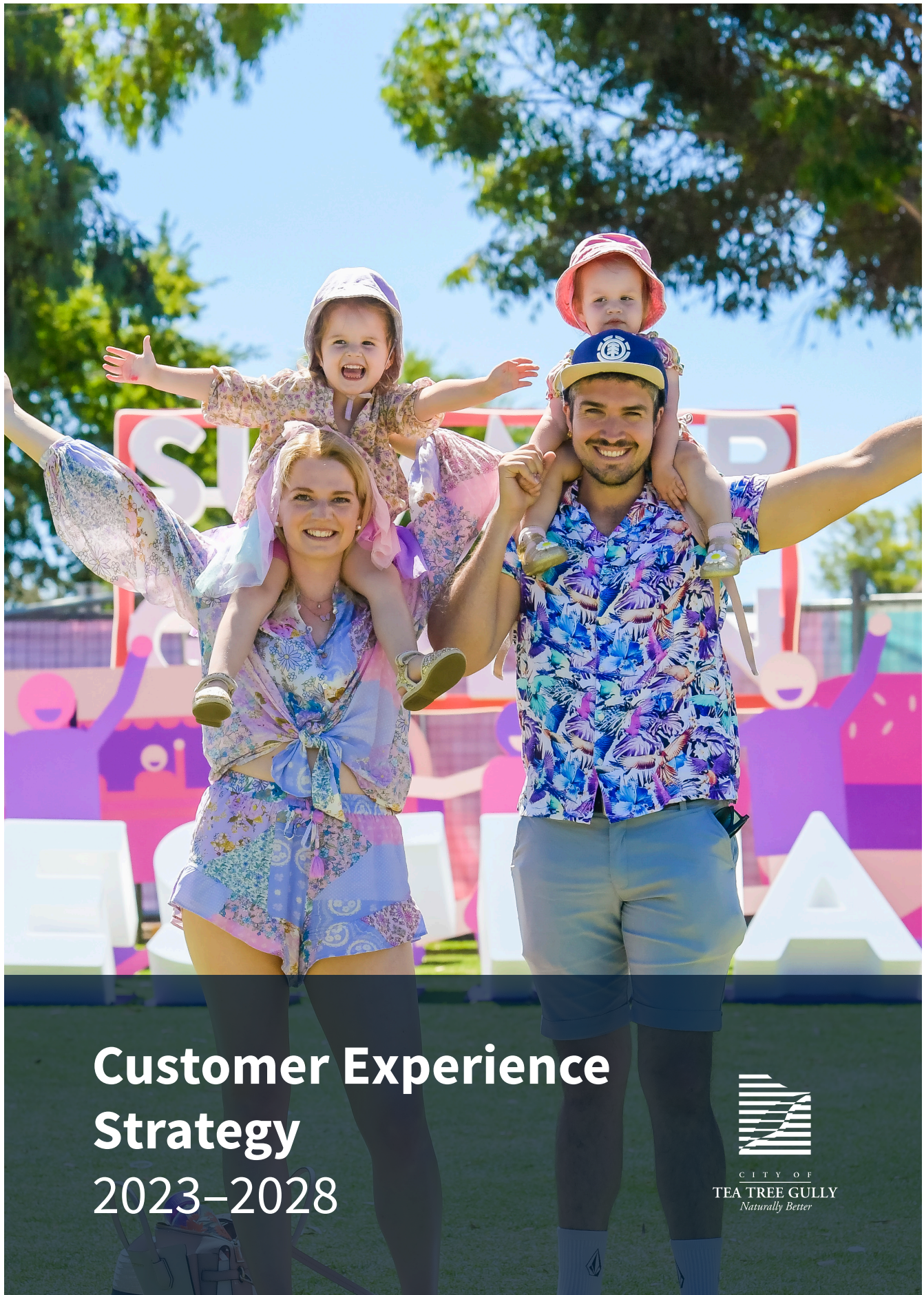
- 1. Reducing customer effort required to transact with Council services
- 2. Improving the Employee Experience (EX) to create a thinking organisation of customer champions
- 3. Uplifting our Customer Relationship Management platform (Salesforce) to be a singular view of the customer
- 4. Incorporating the Voice of the Customer (VOC) fully into our activities and decision making

Attachments

1. [↓](#) CX Strategy 2023-2028 153

Report Authorisers

Olivia Harvey	
Manager Customer and Communications	8397 7397
Ryan McMahon	
Chief Executive Officer	8397 7297



Acknowledgement of Country

‘Ninna Marni’

We acknowledge the Kurna people as the Aboriginal traditional owners and custodians of the lands and waters in the area now known as the City of Tea Tree Gully. We respect the spiritual relationships with country and stories here that have developed over tens of thousands of years. We recognise that this rich cultural heritage is a living culture and remains important to Kurna people, other Aboriginal people and our non-Aboriginal communities today.

Introduction

At the City of Tea Tree Gully, our purpose is to make a positive difference in people's lives. To deliver this, we aim to curate a deliberate customer experience so that we can become increasingly agile and efficient in achieving our goals.

Customer experience (CX) is how customers feel as a result of interactions with council services, facilities and our people and is much broader than just good customer service. Our CX is driven by each single touchpoint with council; channels, equipment, people, communications, events, activations, physical spaces and our standards and processes.

This strategy is built around four key strategic drivers:

1. remove as much of the customer effort as possible to ensure transactions with council are frictionless and can be self-managed where possible
2. our EX (or employee experience) is aligned with our CX efforts. Great customer experience is facilitated by teams who feel good in their roles
3. Salesforce develops into our key customer relationship management platform, becoming the primary source of truth for all customer services
4. incorporate the Voice of the Customer fully into our governance and processes to ensure we co-design relevant services alongside our community.

The project list is intended to be early activities to curate a strong and positive CX lens throughout the organisation. Additional CX actions are encouraged from our people over the life of the strategy and we should remain responsive and agile to community need and digital opportunities that arise to build on these.

How our customers contact us

(based on 2022 data)



63,000
phone calls



1,650
development applications



28,000
emails



8,174
Rates portal primary users



313,700
website sessions



50,000
major event attendance (approx.)



23,000
customer requests



265,000
Library attendance



7,530
online forms



150,000
waterworld admissions



31,000
in person at Council office (2019)



*Just wanted to say thank
you and acknowledge the
kindness of your library staff.*

-Carolyn

Attachment 1

Item 16.1



*The tree was down
in minutes and they did
a great job of cutting it up
and cleaning up the shavings
on the road.*

-Geoff

Customer Experience Strategy
2023-2028

Our customer products and services

City strategy and urban planning

Recreation and leisure incorporating facilities, Waterworld and council-owned buildings

City maintenance and cleaning

Major projects

Community safety including animal management, traffic control and food standards

A fleet of support vehicles

Rating services

Library services and learning programs

Parks, trees, playgrounds and maintenance services

Development applications, inspections and permits

Waste and water management

Emergency management and disaster recovery

Community programs including ageing, business, arts, culture and youth programs

Events, citizenship and awards

Activations and sponsorships

7

Item 16.1

Attachment 1

City of Tea Tree Gully

Our CX purpose

To transform the way our customers interact with council, by making it easy to find information and services they need to improve their lives.

Our customers feel cared for, important and part of our community by providing low-effort, relevant and integrated products and services.

Who owns our CX?

While CX is owned by our entire organisation, delivery of projects will be driven by a CX Committee with three aims:

1. review the customer journey
2. build sprint plans
3. review metrics
4. support cultural change.

How we developed the CX Strategy

1. Customer feedback including complaints, compliments, frequently raised issues, focus groups and consultation
2. Consultation with frontline teams and managers
3. Data about our customers that we receive from a variety of channels
4. Industry trends and reference to nearby councils
5. Reflecting on the achievements and challenges of previous strategies.

Future customer

Within the life of this strategy, our population is projected to increase by between 5,000 and 10,000 residents. The majority of the growth is female and with a slightly older median age.

The challenge will be to entice younger, metropolitan residents, families and visitors to strengthen our economy, enhance our open spaces and parks, create a quality lifestyle and foster a resilient and resourceful community.

This strategy builds a customer experience that meets the needs of these community members now and the expectations of those in the future.

Our CX principles

- The first priority is safety, always.
- We minimise customer effort.
- Our people are empowered to own the customer experience.
- Salesforce is our primary source of customer truth.
- Facilities and equipment are clean, tidy and in good order.
- We tell our customers about our services and plans.
- We do the right thing by the wider community.
- We develop our people to be the best in their field.
- We close the feedback loop and keep in contact when it matters.
- We recover quickly from service failures and learn from these.
- We do what we say we will and earn community trust.
- We shed projects or efforts that don't produce fruit.



Our CX goals

- **Available**
Our website and customer portal is available 100% of the time between 7am - 10pm (peak time)
- **Integrated**
users have one login to access the portal and any subsequent systems used in a web session
- **Responsive**
We respond to 90% of requests within our Service Level Agreement
- **Secure**
all customers data and payment gateways are 100% compliant with our privacy policy and relevant legislations
- **User friendly**
90% of customer portal users can complete simple requests or rate payments tasks within 4 minutes
- **Compatable**
75% of our customer-related systems are CRM integrated.
- **Accessible**
100% of test users with impairments or disabilities can use the website and portal with relevant aids

2023
Establishing

2025
Performing

2026
Optimising

2028
Embedded



*A special
thank you to
Council for their support
and hard work maintaining
facilities for our players to
enjoy. Its a fantastic place to
call home.*

- Anon

City of Tea Tree Gully

CX strategic driver 1

We reduce the customer effort required to use our services

Our customers want transactions at a time and place that suits them, approaching life digital-first. They expect online functions to work well and have low tolerance for those that don't. At-home technology has improved during the pandemic and even traditional tech-holdouts are now adapting. Our future customer expectation is that the majority of our customer-facing work is online and it will become more onerous to transact via paper, in person or phone.

Initiative/project	By when	OP	SP
Digital customer self-service 24/7:	2028	Customer Care	1.4
<ul style="list-style-type: none"> Via a single login, the CTTG website is the primary point of entry to the majority of council services and information Customers only tell us once - we record information to support the outcome and to share with relevant teams Our digital services are integrated and consistent across all CTTG services and functions where possible We continually add to our online offering, making it easier for customers to use digital services than paper or phone. 100% of Council customer systems integrate with Salesforce to ensure seamless self-managed experiences. The exception is those that are managed externally including library books and DACO. Our digital systems are an enabler of what our people and processes deliver Digital payment and contact options enhanced to become the preferred method of customers, including sms and web chat Customers can always speak to a real person if they want to. 		Learning and Growth Future Capability Sustainable Operations	2.3 5.2
Let the customer know how to connect with us online:	2023–2028	Customer Care	1.4
<ul style="list-style-type: none"> We tell our customers about the online services through our marketing, in person contact and all council touchpoints Promote participation in e-news, socials, events, via our Elected Members and other communications Create supportive networks and assistance to enable vulnerable people have access and knowledge for digital services Review and refine engagement for the elderly or vulnerable to ensure channels are relevant 		Future Capability Sustainable Operations	

Customer Experience Strategy
2023–2028

Initiative/project	By when	OP	SP
Digital experience review:	2024	Customer Care	1.4
<ul style="list-style-type: none"> Roadmap website UX (user experience) Refine our site to nurture typical customer journeys Social media review Refine Waterworld web user experience to ensure bookings and information is effortless Review readability of web content Evaluate emerging technology to meet future customer expectation. 		Sustainable Operations	2.3
Digital signage project:	2024	Customer Care	5.2
<ul style="list-style-type: none"> Phased roll out of digitising roadside banners, including for emergency management Interactive information boards at key locations Internal monitors for customer information and support. 		Future Capability	
		Learning and Growth	
Events and facilities experience	2023	Customer Care	1.2
<ul style="list-style-type: none"> Ensure that customers can easily engage with our events and facilities, including smooth ticketing and thoughtful information about access We provide inclusion and access considerations in line with our DAIP to ensure Council locations have sensitive and appropriate experiences for all Facilities such as toilets, catering and shelter is plentiful and appropriate Out of hours services are convenient We seek community feedback on how to further improve seamless experiences. 		Future Capability	1.4
		Sustainable Operations	3.1

City of Tea Tree Gully

CX strategic driver 2

Great CX is facilitated by a great EX (employee experience)

The wellbeing and satisfaction of our people is prioritised to ensure that they can take great care of our customers. We curate ongoing training for our people to take ownership of the customer experience. Our culture means we are a happy team operating in a flat organisation that empowers any staff member to solve a customer problem in front of them without escalating. We build this strategy to enable channels for thinking, building an organisation of ambassadors that champion the customer voice.

Initiative/project	By when	OP	SP
CX has purposeful actions for our staff: <ul style="list-style-type: none"> • CX committee established to enable projects and evaluate • Portfolio / department CX in 90 day plans • Visits to other councils to view processes and practices • Create a public-facing Customer Charter to commit to our CX principles and service standards • CX included in each strategy, position description and business plan • Share, act on and celebrate customer feedback. 	2023–2028	Customer Care Learning and Growth Future Capability Sustainable Operations	5.1 5.3
Building CX capacity in our people: <ul style="list-style-type: none"> • CX Improvement Coach position established • Source and procure a CX training package to improve customer management, address skills gaps and ongoing development, train managers to deliver this alongside CX Improvement Coach • Develop a CX toolkit/framework for all staff • Support and recognise departmental CX projects • Facilitate sharing of projects including process, success and learning • Our people can attend customer and Salesforce training as often as they want • We ask our people what we should do to improve CX • Identify business efficiencies or process improvements. 	From 2023 and ongoing	Customer Care Learning and Growth Future Capability Sustainable Operations	5.2
The Nest is our source of truth for internal Council information: <ul style="list-style-type: none"> • Utilise the expertise in our organisation to create information and resources to support better customer experience • Internal communications providing channels for information flow • Continue to revise and review content periodically. 	2023	Customer Care Learning and Growth Sustainable Operations	2.3 5.2

Customer Experience Strategy
2023–2028

Initiative/project	By when	OP	SP
City Ops CFS workflows review and continuous improvement:	2023	Customer Care	1.4
• Customer request management improvement		Future Capability	2.3
• Close the loop of requests and communicate with the customer when it counts			4.1
• Communication to the customer by any team member including sms and email via Salesforce			4.6
• Quality and reporting/evaluation framework			5.4
• Visible proactive work schedules are available to the customer.			
Improving the employee experience:	2024	Learning and Growth	5.4
• The TTG Way is visible in our day to day work		Future Capability	
• Work to become an employer of choice by retention and recruitment programs and positioning			
• Build opportunities for teams to come together and collaborate, such as field meetings, go and see's, teams at the point of the customer experience			
• Volunteers valued, celebrated and trained			
• Build a project together such as charitable support, volunteering or day of action			
• People and Capability learning management system, development and leadership programs in place.			
Empower team members to take ownership of a customer problem or experience:	2023	Customer Care	5.2
• Initiate a staff innovation challenge with winning projects funded and piloted		Learning and Growth	
• Great ideas, moments or finding gaps in our service is acknowledged, rewarded and celebrated			
• Channels to harvest ideas from our people			
• Create ways for our customers to share their stories with our people			
• Develop a high tolerance for failure in the innovation of CX and learn from every action.			
New resident program:	Activated	Customer Care	1.1
• Welcome pack and web page developed with relevant information contributed to by departments	from 2023		1.3
• Volunteer welcome calls.			

City of Tea Tree Gully

CX strategic driver 3

Our CRM is the single platform for holistic customer relationships

Salesforce is our priority customer platform, ensuring all customer interactions are managed efficiently via one system. Our customers expect us to do more with less via our digital economy, including maintaining maximum security of their data and providing streamlined work flows for our teams. We optimise the platform as the majority of our customer-facing work is done via one, frictionless system that we can build and develop to meet the needs of the future.

Initiative/project	By when	OP	SP
Foundations of Customer Relationship Management and the roadmap:	2023	Customer Care	1.4
• KPMG to analyse business needs and current systems		Future Capability	2.3
• Review delivery partner(s) to enable appropriate future support and timely improvement rollout		Sustainable Operations	2.4
• Establish a resource model, Salesforce project team, roadmap and foundations (including policies & procedures)		Learning and Growth	
• Develop a CRM framework and business process designs			
• Master Data Management framework to professionally manage customer data, integrating with TechOne			
• All customer systems migrated to a native Salesforce app or integrating well, we agree to deprecate systems that do not integrate			
• A library of dashboards / reporting built on Salesforce for managers			
• CRM target state communicated and promoted to all staff			
• Ongoing news and progress updates published monthly to all staff or more often to focus teams			
• Formal reports to Executive periodically.			
Case / CFS request management	2023	Customer Care	5.2
• Workflows reduced to less than 3 optimised flows (ie automated, correlation with SLA's, links and accurate queues)		Future Capability	5.4
• Case deflection tools engaged ie. planned work schedules visible and communicated on enquiry		Sustainable Operations	
• Customer email, webchat and SMS sending only from Salesforce			
• API integration with Snap Send Solve , CM and ArcGIS			
• Adjust auto updates to the customer and enable customers to view progress of requests			
• Investigate digital forms and knowledge management.			

Customer Experience Strategy
2023–2028

Initiative/project	By when	OP	SP
Training and change management <ul style="list-style-type: none"> Engage and communicate with teams about transformation Roles and responsibilities defined and communicated Investigate current utilisation, future potential and pain points for teams that might be addressed Establish timelines of changes Develop recurring training programs and workshops, user toolkit and change management plan for the whole of organisation including volunteers Develop key users to be Salesforce champions and create a visible identifier for staff. 	2024	Learning and Growth	5.1
Event Management: <ul style="list-style-type: none"> Event management and ticketing system evaluated and implemented for whole of organisation use Integrate with Salesforce so customers can view events, generate tickets and manage bookings in their customer portal Ongoing training for users Dashboards built for community engagement, feedback and ROI of events. 	2024	Customer Care Future Capability Sustainable Operations	1.4 2.3 2.3
Communication and engagement <ul style="list-style-type: none"> Customers only need to tell us once – interactions are documented including call logs, webchat and face to face Introduce document generation systems, contact templates, web chat and sms functions Salesforce or integrated outlook for Elected Members to log contact with customers Replace feedback and surveys with native SF applications / Qualtrics Enable customer-managed, preference based comms via the portal ie Pardot 	2024	Customer Care Future Capability Sustainable Operations	5.2 5.3 1.4
Volunteers <ul style="list-style-type: none"> Volunteers supporting new resident management in Salesforce through personalised contact, assisting data integrity Relationships with our volunteers managed through Volunteers for Salesforce. 	2024	Customer Care Sustainable Operations	3.4 1.4

City of Tea Tree Gully

CX strategic driver 4

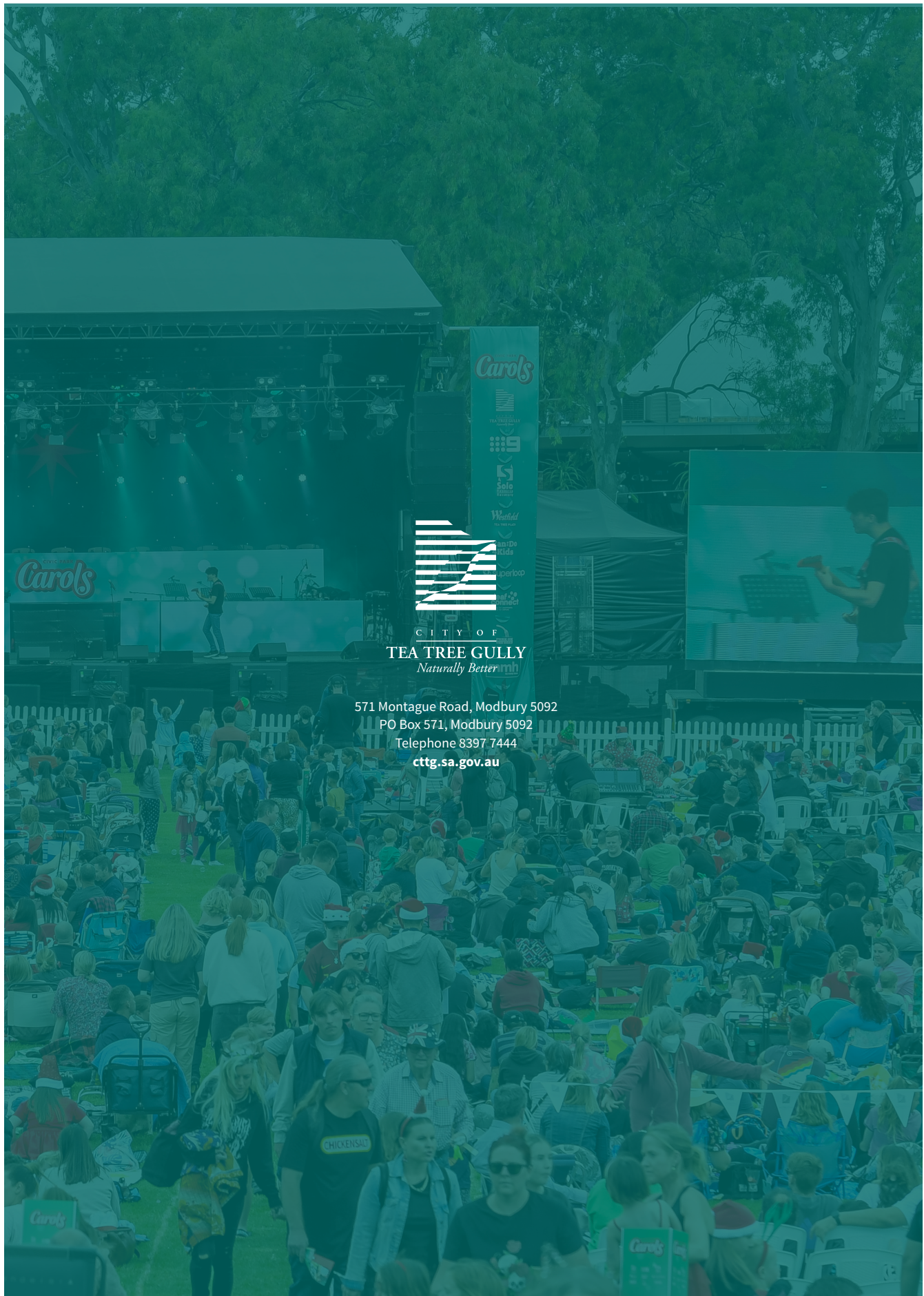
The voice of the customer leads our design and planning

We are constantly curious about the experiences of our customer, seeking expectations and feedback and using this to improve. We prioritise the best interest of the greater community, including the application of resources and have a customer lens on all that we do. Our customers have pride in, and connection to, their city. We shed projects or processes that don't produce results and our customers see the values of CTTG through our places, people and services. Our quality is a moving target, and we're agile to meet changing customer expectations.

Initiative/project	By when	OP	SP
Customer feedback enhancements:		Customer Care	1.4
• Evaluation framework established, including Customer Effort Score, Value Enhancement and Satisfaction Scores prompt after contact (qualtrics or similar)		Learning and Growth	5.2
• Benchmark periodically against previous scores and create realtionships with other councils to share ideas.			5.5
• Share feedback with teams via formalised channels and celebrate wins for people or departments			
• Service channel testing with customer focus groups with the view to meet CX goals (page 9)			
• Share feedback with our customers and close the loop 'you said, we did'.			
Contact channels review:	2024	Customer Care	1.4
• Periodic review of utilisation rates for each channel		Future Capability	5.2
• Instigate chat bot and sms functions for customers		Sustainable Operations	5.4
• People can still talk to a human if they want to and we continue to provide services in person			
• Any council facility is a consistent CX service point			
• Volunteers become a key part of our customer's experience, including concierge service and new resident welcome.			
Inclusion and access:	2024	Customer Care	1.1
• Evaluate new channels and customer services via the DAIP		Learning and Growth	1.2
• Celebrate and support Sister City projects and activities			1.4
• Review translation services/support staff list			3.2
• Events and activities target a diverse range of customers			
• Reconciliation Action Plan in effect			

Customer Experience Strategy
2023–2028

Initiative/project	By when	OP	SP
Facility improvements:	2024	Customer Care	1.4
• Civic Centre redevelopment and repurpose for customer use, including customer spaces, JP booth and volunteer concierge service		Future Capability	3.1
			3.3
			4.6
• Keyless access for facility hires			5.4
• Civic Park activation maximised (for major events and community use)			
• Civic Centre redevelopment for community and commercial use.			
Communications strategy:	2023–2028	Customer Care	1.1
• e-news segmented by interest		Sustainable Operations	1.2
• We tell customers about the work we do and why			
• We share stories about our community			
• Increased video communications			
• Invest in paid ads where appropriate			
• Strengthen community by connecting one another			
• Utilise influencers and community leaders.			
Customer participation:	2023–2028	Customer Care	1.3
• We follow IAP2 core values for public participation			1.5
• Build a customer advisory group to help us advocate for the customer, engage early and often			5.6
• We meet the community where they are and give options on how they participate, not just surveys			
• Continue to improve engagement and consultation to co-produce our services and investments with the customer, not after.			



CITY OF
TEA TREE GULLY
Naturally Better mh

571 Montague Road, Modbury 5092
PO Box 571, Modbury 5092
Telephone 8397 7444
cttg.sa.gov.au

INFORMATION REPORT

SERVICE REVIEW COMMITTEE MEETING

05 July 2023

City Operations

City Operations Opportunities Review Outcomes - Update (D23/38571)

Council's Service Reviews Committee received an update on the City Operations, Community Value Program Opportunities Review Outcomes at its meeting dated 8 March 2023. Activities completed since this date are provided below.

- Three Managers are in place for the departments of Technical & Engineering Services, Field Services and Operations Support Services.
- The Manager, Project & Contract Delivery will commence on 24 July 2023.
- On the 8 May 2023 the Project and Contract Delivery department was formed, with this department reporting directly to the General Manager City Operations until a Manager is appointed (refer second dot point). The transition of staff to the Project and Contract Delivery department from their temporary reporting lines and into their new roles and an ongoing structure, is now complete.
- Across the City Operations portfolio, 175 Position Descriptions were updated between February 2023 and start of June 2023.
- Meetings held 24 May 2023 with representatives of the Australian Services Union (ASU) and Australian Workers' Union (AWU) to communicate ongoing department structures.
- **Communication to all service centre staff and Council's Manager Leadership Team of the ongoing department structures for Technical and Engineering Services, Operations Support Services and Field Services occurred on the 31 May 2023, with each department structure now in effect.**
- Consultation with staff regarding the Service Centre seating plan completed 1 June 2023, with changes to staff seating arrangements applied on the 7 June 2023.
- Recruitment of long term vacant and identified new positions across the City Operations portfolio has commenced and is currently underway. This includes vacancies such as City Arborist, Team Leader Operations Assessment, Coordinator Technical Services, Coordinator Environmental Assets, Assets Management Analyst,

Supervisor Civil Operations, Supervisor Parks & Reserves, and other key Team Leader, Coordinator, Leading Working and field based positions across the Portfolio.

The implementation of the final ongoing department structures for the City Operations Portfolio is a major milestone achievement, and allows the portfolio to now settle into our new business as usual, and continue to deliver great outcomes for our community whilst working together as newly formed teams.

Attachment 1 provides a status update for the additional projects to be delivered as part of the City Operations Opportunities Review.

Attachments

1. [City Operations CVP - Opportunities Review Status Report - June 2023](#)..... 175

Report Authorisers

Felicity Birch	
General Manager City Operations	8397 7234
Belinda Halling	
Project Lead, People & Capability	
Ryan McMahon	
Chief Executive Officer	8397 7297

CVP Status Report: Opportunities Review

DOCUMENT HISTORY

File Details

Originating Portfolio	Corporate Services, Organisational Development
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Document Revision / Release Status

Version	Date	Summary of Changes	Author / Editor	Quality Review
1.0	06 FEB 23	Initial Draft	Belinda Halling	Felicity Birch / Shelley Blackwell
1.1	28 FEB 23	Modified draft for consideration of the Service Review Committee.	Belinda Halling	Felicity Birch
2.0	9 June 2023	Modified for consideration of the Service Review Committee.	Belinda Halling	Felicity Birch

Document Owner

Name	Position Title
Belinda Halling	Project Lead

Endorsement / Authorisation

The signature of the following indicates an understanding of the purpose and content of this document. By signing this they agree to this document as current state.

Position	Name	Signature	Date
General Manager	Felicity Birch		
CEO	Ryan McMahon		

CITY OPERATIONS - OPPORTUNITIES REVIEW | Status Report

1. INTRODUCTION

1.1. Purpose of Document

The **purpose** of this **Status Report** is to provide governance of the Community Value Program - City Operations Opportunities Review. The review recommendations were approved by the Executive Leadership Team to implement the eight sub projects recommended by the consultants engaged to undertake this work (Change Executive).

The intended audience is the Service Review Section 49 Committee, Project Sponsor, Executive Leadership Team (acting as the Community Value Program Steering Group), General Manager City Operations, Managers from within City Operations and Organisational Development team.

1.2. Background / Context

Community Value Program Opportunities Review

An outcome of the City Operations Opportunities Review, was the implementation of a number of projects that provided enhanced work practices, streamlined processes and more effective organisation structure. This has resulted in the formation of four Departments:

- Technical & Engineering Services
- Field Services
- Project & Contract Delivery
- Operational Support Services.

There are eight projects associated with the City Operations Opportunities Review, these projects are:

1. Value Proposition for Executive Portfolios
2. City Operations Structure (and operating rhythms)
3. Improve Communications across City Operations' teams
4. Enhance Leadership Capability
5. CFS Workflow and effective triage
6. Enhance Procurement Practices
7. Business Planning
8. Enhance capability and training in safety Leadership

2. STATUS REPORTING

Status reporting will be tabled at relevant Section 41, Service Review Committee meetings. The following table provides an indication of each project, responsible officer, due date, project status and commentary. This will be updated at the quarterly Service Review Committee (Section 41) meetings reporting by exception, that being only when project status is delayed or ahead of schedule. Where project risk has been identified and mitigation activities require further approval to change project scope.

Opportunities Review Projects:		Due Date 31 December 2023					Status Report
Significant Deliverables	Resp	Status	Q1	Q2	Q3	Q4	
PROJECT 1: Value Proposition for Executive Portfolios							
Consult and confirm value proposition (purpose and remit) for each (Portfolios)	RM	✓					Complete.
Communicate VPs to all staff	RM	✓					Complete.




CITY OPERATIONS - OPPORTUNITIES REVIEW | Status Report

Opportunities Review Projects:			Due Date 31 December 2023				Status Report
Significant Deliverables	Resp	Status	Q1	Q2	Q3	Q4	
PROJECT 2: City Operations Structure							
Consultation with City Operations managers and staff complete	RM	✓					Complete.
Implementation of new structure:	FB						
• Manager appointments confirmed for all four departments		✓		31/3			Manager Project & Contract Delivery no internal appointment found, swiftly advertised externally, and have undertaken a second external call due to no successful candidate. Offer of Employment made to preferred candidate 9/6.
• Letters issued to all employees	BH	✓	30/1				Complete. All staff received letters of transition.
• Position Descriptions for all employees refreshed	BH	✓		30/6			Complete. PD review prioritisation occurred and for Tranche 1 & 2 significantly complete
• MOF and CTTG Way	BH			30/6			Currently being scoped to include an update to MOF and CTTG Way values and behaviours for all staff
• IPP and Performance Management expectations established	BH			30/6			Yet to commence.
Expectations and Accountabilities defined in approved Transition Plans for:	FB	✓					City Operations Leadership team formation is occurring and Manager accountabilities and expectations formed.
• Technical Engineering Services	GD	✓	31/3				Complete Manager appointed. Structure approved and implemented.
• Field Services	AK	✓	31/3				Complete Manager appointed. Structure approved and implemented.
• Project & Contract Delivery	TBA	✓		30/4			Manager offer made, structure approved and implemented. Department reporting General Manager until Manager commences.
• Operations Support Services	DH	✓	31/3				Complete Manager appointed. Structure approved and implemented.
• Functions moving into other Portfolios		✓	31/5				Complete Staff moving into Corporate Services, and Strategy and Finance complete.

CITY OPERATIONS - OPPORTUNITIES REVIEW | Status Report


Opportunities Review Projects:			Due Date 31 December 2023				Status Report
Significant Deliverables	Resp	Status	Q1	Q2	Q3	Q4	
PROJECT 3: Improve Communications across City Operations teams							
Review and implemented an improved CTTG internal communication strategy addressing themes such as culture, motivation & engagement	OD/ OH	<div><div></div><div>✓</div></div>					Complete. Development of internal communication strategy complete
Internal communication strategic scheduling of staff briefings and mthly news (via email)	OH	<div><div></div><div></div></div>					Ongoing and on track. Monthly CEO email updates and quarterly CEO briefings. Conversations underway between City Operations General Manager and Internal Communications, Partnerships and Events Advisor to identify options to improve internal communications and distribution of information.
Document and implement a communications accountability plan (messages & method) for disseminating information to City Ops staff.	FB	<div><div></div><div></div></div>				30/6	Underway. Internal working group developed incorporating City Operations staff.
PROJECT 4: Enhance Leadership Capability							
Review leadership capability framework and explore leadership gaps and determine approach to address.	OD / FB	<div><div></div><div></div></div>				31/12	Proposals received from Consultants and being assessed.
Establish a contract to deliver a leadership development program	OD / FB	<div><div></div><div></div></div>				31/12	Proposals received from Consultants and being assessed.
PROJECT 5: CFS Workflow and effective triage							
Process map CFS workflows within City Operations to identify improvements and prepare implementation plan for CVP SC approval	DH/ OH	<div><div></div><div></div></div>		30/6			Scoping Complete. Being delivered in partnership with Manager ITS and Manager Comms. CI Lead to provide support.
Establish CFS Governance for wider organisation	OH	<div><div></div><div></div></div>		30/6			OH to establish governance principles for customer satisfaction and engagement. CI Lead to provide support
Opportunities Review Projects:			Due Date 31 December 2023				Status Report
Significant Deliverables	Resp	Status	Q1	Q2	Q3	Q4	
PROJECT 6: Enhance Procurement Practices							
Review procurement process and identify procurement pain points	TBA / SH	<div><div></div><div></div></div>				31/12	To be scoped and defined by Manager, Project & Contract Delivery. Delivered in partnership with Manager

CITY OPERATIONS - OPPORTUNITIES REVIEW | Status Report

						Procurement & Contract Management. Support provided by CI Lead.
Establish a processes and practices that addressed procurement pain points and gaps.	TBA				30/9	To be included in transition plan for Project & Contract Delivery.
PROJECT 7: Business Planning						
Explore and implement improvements within Business and Operating Planning cycles.	FB				31/12	Aligned to Business Planning and Budget Management cycles
PROJECT 8: Enhanced capability and training for safety leadership						
Specifically address behaviours that impact a functioning Safety Culture (use existing tools), through undertaking a safety leadership practice review and recommend way forward establishing a framework with associated governance	OD / FB				31/12	Project scoping underway

LEGEND**Responsibilities:**

Initial	Name	Position
AK	Adam Kelly	Manager Field Services
BH	Belinda Halling,	Project Lead OD
DH	Dewald Hartzenberg	Manager Operational Support Services
FB	Felicity Birch	General Manager, City Operations
GD	Gabby D'Aloia	Manager Technical & Engineering Services
OD	Vacant	Manager People & Capability
OH	Olivia Harvey	Manager Customer and Communications
SH	Sharon Hollamby	Manager Procurement & Contract Management
TBA	Vacant	Manager Project & Contract Delivery

Project StatusComplete ☒On-Track  Delayed  Overdue 

INFORMATION REPORT
SERVICE REVIEW COMMITTEE MEETING

05 July 2023

Strategy & Finance

Financial Year 2022-23 Quarter 3 KPI Status Report (D23/40120)

In line with the Services Review Committee Terms of Reference, this information report **provides a summary of the progress against the Business Plan and CEO’s Key Performance Indicators (KPIs).**

DISCUSSION

1.1 Progress against Key Performance Indicators

Key Performance Indicators (KPIs) have enabled us to track how we are progressing in achieving the CEO KPIs as determined by Council and other Business Plan KPIs set within departmental Business Plans. A report detailing progress against the KPIs will be presented to the Services Review Committee on a quarterly basis.

This Quarter 3 report represents the reporting period from January to March 2023 for the financial year 2022-2023. **KPIs are reported as “on track” (shaded green), “requires attention” (shaded orange) or “behind target” (shaded red).** The majority of comments on status have been provided as at May 2023.

A summary of the relevant KPIs can be viewed in Attachment 1. The report is split into two sections, the first represents progress against the KPIs set for the CEO. The second section represents progress against key departmental Business Plan actions.

The report indicates all of the CEO KPIs are on track to be achieved by 30 June 2023. The Strategic KPI relating to the development of a policy for Workplace Diversity and Inclusion has been delayed due to resourcing issues.

Attachments

1. [Financial Year 2022-23 Quarter 3 KPI Progress Update](#)..... 182

Report Authorisers

Dean Jury	
Strategic Initiatives Facilitator	8397 7285
Ingrid Wilkshire	
Manager City Strategy	8397 7292
Justin Robbins	
General Manager Strategy & Finance	8397 7444

CEO KPIs

Description	Status	Comments (provided May 2023)
SP25.1.1p Ensure that a baseline measurement is established to improve community wellbeing within the City (with target to be established in 2023-24 KPIs once baseline has been established)	On track	The baseline measurement was established following the 2022 Community Survey. The results of the survey were presented at a CEO workshop during February 2023. The establishment of the baseline was adopted by Council on 14 March 2023
SP25.5.1d Ensure transparent and consistent project delivery by establishing a new project management and major projects office, with progress reports on major projects delivery presented to Council	On track	The establishment of the new Project Management Office (PMO) was formalised following the transition to the new four portfolio organisational structure. Responsibility of the PMO sits with the General Manager Strategy & Finance. A new Manager PMO has been appointed. The most recent forecast Capital Works expenditure for the FYE23 was contained within the Quarter 2 Budget Review was present to Council on 28 February 2023. A detailed update on the progress of the delivery of the major projects was presented to Council on during October 2022 and the next scheduled detailed update occurred March 2023.
SP25.5.1e Create sustainable leadership that is focused on the long term interests of the community, with the implementation of a revised organisation structure and executive development program	On track	The revised four portfolio structure came into effect during October 2022 following the successfully recruitment of the new General Management Team. This was followed by the transition to the new City Operations operating model. A formal induction process for the Executive has commenced and an executive and management development program will be sourced in Q4.
SP25.5.2g Commence the development of a new customer experience strategy	On track	The new customer experience strategy is complete and will be presented at the July Service Review Committee.

CEO KPIs

Description	Status	Comments (provided May 2023)
SP25.5.4i Provision of a safe workplace, with the safety and wellbeing strategy to be implemented in accordance with the included key performance indicators	On track	The Risk Evaluation Action plan from FYE22/23 has been 100% implemented. A new Action Plan is currently being developed in conjunction with LGWCS following receipt of their most recent audit in March 2023.
SP25.5.4j Operating surplus ratio - between 2.5% and 10% on an annual basis in accordance with Long Term Financial Plan	On track	The most recent forecast Operating Surplus Ratio (OSR) contained within the Quarter 3 Budget Review was presented to Council on 25 May 2023. The revised operating surplus of \$7.197m represents an OSR of 8.4% which is within the target range of 2.5% and 10%.
SP25.5.4k Asset sustainability ratio – as greater than 90% but less than 110% of depreciation over a rolling 3 year period	On track	The most recent forecast Operating Surplus Ratio (OSR) contained within the Quarter 3 Budget Review was presented to Council on 25 May 2023. Due to the amount Capital Expenditure on Strategic Projects being carried forward to 2023/24, the ASR reduced from 104% to 71%. This amount is not within the target range of 90% to 110% but will be when considered over a rolling 3 year period.
SP25.5.4l Net financial liabilities ratio of between 25% and 35% within a 3 to 5 year period	On track	The most recent forecast Operating Surplus Ratio (OSR) contained within the Quarter 3 Budget Review was presented to Council on 25 May 2023. Due to the amount Capital Expenditure on Strategic Projects being carried forward to 2023/24, the NFL reduced from 34% to 19.5%. This amount is not within the target range of 25% to 35% but we note that the forecast NFL for FYE24 is in the range of 25% to 35%.

CEO KPIs

Description	Status	Comments (provided May 2023)
SP25.5.4m Demonstrate value for money and continuous improvement in what we deliver across our services, with four service reviews undertaken	On track	<p>There are currently 8 service review project in progress:</p> <ul style="list-style-type: none"> • Active Ageing • Community Safety • E-Services • Customer Request System Workflow Triage • Waste strategy • Customer experience strategy • Council reports • Quotations practices <p>The verge maintenance service review has been completed. The property/building maintenance and building optimisation service reviews have been deferred for the time being to focus on other priorities.</p>
SP25.5.4n Ensure the regular measurement of staff engagement levels, with an achievement of an employee engagement result of at least 65%, with at least 50% employee participation	On track	<p>To support our culture growth, we measure our employees' experiences through regular, short pulse surveys. The most recent pulse survey occurred during February 2023. The participation rate was 53% with an overall score of 75%.</p> <p>Following the completion of each survey, the management team prepare an action plan to progress the feedback from the survey. In addition the key themes and trends are reported to the Executive team following the survey period.</p>

Strategic KPIs

Description	Status	Comments (provided May 2023)
SP25.1.1d Maintain and improve the current events program in line with the Events and Activation Model endorsed by Council. Satisfaction level with Council-run major events (minimum 82%)	On track	All events and activations completed for 22/23 (two official events remaining)
SP25.1.1k Develop a marketing plan that promotes hire opportunities to the community and other regular hirers	On track	Strategy developed, with communications and promotions commencing. Community Centres are currently running at the maximum regular hire capacity with casual hires increasing.
SP25.1.1m Create 2 new programs for implementation aligning the Library Purpose Statement	On track	2 new programs "Seed Library" and "Sing and Splash Storytime" have both been implemented, both aligning to the Library Purpose Statement
SP25.1.2g Finalise the Diversity and Inclusion project plan and commence implementation. Communicate Workplace Diversity and Inclusion Policy and Commitment Statement to the Organisation	Requires Attention	Efforts in Diversity & Inclusion continue, through the Accreditation as a White Ribbon Workplace. This accreditation requires the implementation of the Operational Plan which includes work on domestic and family violence training, gender equality, wage parity assessment. A commitment statement for Gender Equity and saying no to all forms of violence has been signed by the CEO and the Executive Team. Furthermore, the organisations commitment to workplace diversity and inclusion is outlined in detailed principles published on The Nest. Principles are due for review June 2024 with a Policy to be developed.
SP25.1.4a Progress and implement actions from Disability Access & Inclusion Plan and Public Health Plan in accordance with defined timeframes	On track	DAIP on track to deliver actions within defined timeframes with 43 of 59 actions already completed
SP25.2.1b Detailed Concepts, including costings, calculations and flood mapping for Fairleigh Reserve	On track	Community Engagement on the draft concept designs is complete, with 87% support for the concept. Detailed design to 70% progressing for review early June and 100% on track for end of June

Strategic KPIs

Description	Status	Comments (provided May 2023)
SP25.2.2g Continue to provide assistance to SA Water in the upgrade of Council's CWMS system	On track	A minor project team meets fortnightly with SA Water regarding matters relating to the sewer related infrastructure on Council reserves, reinstating roads and footpaths following installation of sewer mains.
SP25.2.2p Complete Stage 2 of Wynn Vale Dam Safety Audit, development and preparation of high level options report and incorporation into Dry Creek Catchment Stormwater Management Plan	On track	The Wynn Vale Dam Safety Audit Stage 2 is on track for completion by 30 June 2023.
SP25.2.3c LED lighting installed along roads as per allocated budget (on time and include % of budget spend in commentary)	On track	As at 24 May 50% of lights installed. Contractor is on track to complete the install by 30 June 2023. Budget 80% expended to date.
SP25.2.5a Bushfire mitigation actions are completed	On track	All actions were implemented and are monitored until the end of Fire Danger season to ensure compliance. These are then reported the Adelaide Mount Lofty Ranges Bushfire Management Committee during April and July and reviewed to prepare for the next fire danger season.
SP25.3.1b Detailed concept for upgrade of Australia Reserve	On track	Draft concept is being finalised.
SP25.3.3g Supporting young entrepreneurs by offering the opportunity for them to sell their products through the provision of 3 Markets during the year	On track	3 Markets have been held in July 2022, October 2022 and April 2023. Future market dates have been set for July and October 2023.
SP25.4.1y Civic Park Function Audit & update Concept Plan	On track	Timeline has been revised to include further consideration of options for the Civic Centre Facility
SP25.4.1z Grand Junction Rd Streetscape Upgrade - percentage of ABP approved works completed on time (include % of budget spent in commentary)	On track	Out to tender in April, works to start by August. Works expected to be complete by December

Strategic KPIs

Description	Status	Comments (provided May 2023)
SP25.4.4a Energy efficiencies incorporated into Council buildings	On track	Efficiencies in FY2023 include - Solar Panels at Service Centre, 100kw installed November 2023 - TTG Institute LED lighting upgrade and new insulation
SP25.5.1a Elected Member training plan has been developed and approved by Council	On track	Elected Member Training and Development plan was endorsed by Council on 26 July 2022, with the main focus being the mandatory induction of the newly elected Council (to be completed within 12 months of the election). <ul style="list-style-type: none"> • Behaviour module – 63% complete • Civic module – 100% complete • Legal module – 71% complete • Strategy & finance module – 94% complete • Presiding member training - 100% complete
SP25.5.2c Enquiry resolution at the first point of contact as measured by the 3CX system (65%)	On track	78.7% enquiries resolved at first point of contact. Customer self-serve options to be a priority for 23/24

INFORMATION REPORT

SERVICE REVIEW COMMITTEE MEETING

05 July 2023

Office of the Chief Executive Officer

Council Report Template - Service Review (D23/40307)

At the Service Review Committee held on [5 April 2023](#), a scope for the Council Report Template was provided to the Committee for consideration.

The purpose of the internal review was to examine the template(s) which format the way in which information is presented to Council, and included:

- a) **assessment of Council’s current standard report template(s),**
- b) comparative analysis benchmarking – focus on templates and presentation,
- c) identification of best practice methods – focus on formatting, and
- d) a focus on reducing the length of Council reports.

A project brief of the completed Service Review is provided in Attachment 1.

Attachments

1. ↓	Service Review – Council Report Template - Project Brief.....	189
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Report Authorisers

Deana Taglierini	
Governance Advisor	8397 7263
Ryan McMahon	
Chief Executive Officer	8397 7297

Service Review – Council Report Template

Service Review: Council Report Template

1. Purpose

Through a commitment to continuous improvement, Council strives for best practice methodologies. Reviewing the template(s) by which staff present information for decisions will ensure reporting methodologies are contemporary, consistent and relevant to the organisation and our community.

Council, including Committees, make decisions that impact the community based on transparent, fair, objective and considered information. This internal review will examine the template(s) which format the way in which information is presented to Council.

2. Project Scope

The scope of this review included:

- Assessment of Councils current standard report template(s)
- Comparative analysis benchmarking – focus on templates and presentation
- Identification of best practice methods – focus on formatting
- A focus on reducing the length of Council reports

This review did not assess the Council Meeting Agenda Template. The Agenda is bounded by the Code of Practice for Meeting Procedures, which is currently under review and anticipated to be presented at Governance and Policy Committee on 21 June 2023.

3. Consultation

Consultation was undertaken with Elected Members, key staff and Executive Leadership Team on what works well and what could be improved. The following areas were identified as areas of improvement:

- Recommendation being succinct
- Confusion between information provided in background vs discussion section
- Renaming of report sections to better align with outcomes trying to be achieve
- Duplication of information throughout the report
- Including alternative options and analysis of the options
- Written in plain English – being concise ad to the point

4. Benchmarking

As a part of this review benchmarking was undertaken with other councils. Some of these included:

- City of Salisbury
- City of Adelaide
- City of Charles Sturt
- City of Campbelltown
- City of Onkaparinga

Service Review – Council Report Template

5. Next Steps

A copy of the report template is provided as Attachment 1 of this report.

The next steps include:

- Training key staff in use of the new Template and report writing
- Implementation of the **template in Infocouncil (Council's Agenda, Report and Minutes Software)**
- Tweaking other report templates to align with the new look of the standard report template (i.e information report, notice of motion, status report)

It is anticipated that the new report template be implemented during August/September 2023.

Service Review – Council Report Template

Attachment 1

Council Meeting - DATE

Report Title



Record No:	*Insert Document Number*
Report of:	*Insert Portfolio*
Responsible Officer:	*Insert Author/Authorisers (Only name and position title)*

The Infocouncil Procedure for Report Writers – document – [intranet](#) (remove this sentence when report is complete).

1. Purpose and Summary:

- Specify and briefly explain why the matter is being presented to Council.

1.1

1.2

2. Recommendation:

Click or tap here to enter text.

- Must be able to be read as stand-alone decision
- Be precise / succinct (not open to different interpretations)
- Include any changes to budget
- Examples can be located here ([insert hyperlink](#))

That Council enter recommendation.

Service Review – Council Report Template

3. Background

- Provide summary of previous Council/Committee decisions (including meeting date)
- Summarise other relevant background material relevant to the context of the decision (eg. changes to government legislation)
- Use dot points where possible

4. Report

Generally Maximum 2 pages otherwise consult with Governance

- Introduce why the report is being presented to Council – problem or issue being addressed
- Provide information to assist decision making
- Include options analysis if multiple options available (pros and cons, implications of each option) if relevant – ideally in visual format (eg. table, graph) – **don't just include information** on preferred option
- Indicate preferred option and provide reasoning why option is preferred over others
- Include any significant statistics, results, analysis and discussion, assumptions made or relied upon. Interpret and explain significance and importance of findings and how they influence knowledge and understanding of subject topic.
- **Don't assume pre-existing knowledge**
- Use visuals where possible (graphs and maps)
- Important information that supports decision making to be an attachment
- Information that is not critical to decision making, hyperlink where possible
- Use dot points where possible
- Include alternative recommendations for alternative options

5. Implications

Community Outcomes	
Strategic Objectives	<u>Strategic Plan:</u> <ul style="list-style-type: none"> • Identify relevant <i>Strategic Objectives Aspirations and Wellbeing</i> outcomes and why its relevant to the report
	<u>Organisational Plan:</u> <ul style="list-style-type: none"> • Identify which Organisation Plan theme Customer Care; Learning & Growth; Future Capability; Sustainable Operations report relates to and why (if relevant), otherwise Nil
	<u>Community Land Management Plan (CLMP):</u> See City Strategy to confirm requirements including: <ul style="list-style-type: none"> • Whether there is impact on an existing CLMP or requires a new one (which may require community engagement) • City Strategy will assist with drafting amended CLMP and wording of recommendation (to ensure legislative compliance with CLMP requirements)
	Policies, strategies & plans:

Service Review – Council Report Template

	<ul style="list-style-type: none"> Identify relevant Council policies, strategies or plans, with brief description why its relevant 												
Financials / Resourcing	<ul style="list-style-type: none"> Specify required \$\$ amount and whether its in existing budget (whole of life cost) If outside existing budget, how will it be funded Identify impacts on Long Term Financial Plan (if relevant) Will this impact staff or resourcing levels/priorities? Include impact on existing assets or requirement for new assets. 												
Legal	<ul style="list-style-type: none"> Identify legislative requirements and/or legal implications (eg. contractual requirements). Are development approvals required? 												
Risk – Identification and Mitigation	<ul style="list-style-type: none"> Identify key risks, provide risk rating (based on Council's risk matrix), and any controls required <table border="1"> <thead> <tr> <th>Risk</th><th>Risk Rating</th><th>Controls</th></tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> </tbody> </table>	Risk	Risk Rating	Controls									
Risk	Risk Rating	Controls											
Community and Stakeholder Engagement and Impact	<ul style="list-style-type: none"> Which parts of the community does this report impact (eg. sporting clubs, businesses, schools, residents) Is community engagement or stakeholder engagement required or recommended (refer to Community Engagement Public Consultation Policy for requirements)? Attach community engagement strategy or outcomes report (if relevant) 												
Access and Inclusion	<ul style="list-style-type: none"> Summarise if this report supports inclusive and equitable access to infrastructure / facilities, services and programs to people living with disabilities, their families and carers. Which of <u>Council's Disability Access and Inclusion Plan (DAIP)</u> themes are relevant? 												
Environmental	<ul style="list-style-type: none"> Identify environmental impacts or benefits of decision(ie., including water use, water quality, energy use and emissions (electricity / gas), tree / vegetation, waste, climate change etc).? 												

Service Review – Council Report Template

7. Internal Report Consultation

Insert people consulted with (subject matter experts) such as:

- Budget
- Procurement
- Community Land
- Confidentiality (if required)

Name	Position	Consulted about
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8. Attachments

N/A

INFORMATION REPORT

SERVICE REVIEW COMMITTEE MEETING

05 July 2023

Office of the Chief Executive Officer

Community Value Program Status Update (D23/41610)

An update on progress of Service Reviews projects is provided below.

Projects highlighted in green are on track, those highlighted in orange are on hold due to competing priorities, and projects highlighted in blue have been completed.

Identified Service Review	Type*	Scope Endorsed	Review Completed	Committee Reports	Resources	Project Status
Active Ageing	Comprehensive whole of service	8 March 2023	Y	Update report scheduled 5 July 2023.	Internal / External	On Track
Community Safety	Continuous Improvement	8 Sept 2021	Y	Update report 6 April 2022. Draft Policy scheduled 5 July 2023.	Internal	On Track
Waste and Resource Recovery Strategy	Comprehensive whole of service	5 April 2023	Y	Draft Strategy scheduled 5 July 2023	Internal	On Track
CX Strategy	Continuous Improvement	1 Dec 2022	Y	Draft Strategy scheduled 5 July 2023	Internal	On Track
Council Reports – Templates	Continuous Improvement	5 April 2023	Y	Update report scheduled 5 July 2023	Internal	On Track

Identified Service Review	Type*	Scope Endorsed	Review Completed	Committee Reports	Resources	Project Status
Community Services Review	Comprehensive whole of service	5 April 2023	Y	Update report scheduled 5 July 2023.	Internal / External	On Track
Private Parking	Continuous Improvement	5 April 2023		Update report scheduled 5 July 2023.	Internal	On Track
Procurement Practices – Quotations	Continuous Improvement	Outcome of City Operations Review		Scope report scheduled 5 July 2023	Internal	On Track
E Services	Continuous Improvement	2 Feb 2022		Update report scheduled 18 Oct 2023	Internal	On Track
Customer request system workflow	Continuous Improvement	Outcome of City Operations Review		Update report scheduled 18 Oct 2023	Internal/ External	On Track
Property / Building Maintenance	Continuous Improvement	1 Dec 2021		Update report TBA	Internal	On Hold
Building Optimisation	Continuous Improvement	6 April 2022		Update report TBA	Internal / External	On Hold

Identified Service Review	Type*	Review Completed	Notes	Resources	Project Status
Service Review Framework	Continuous Improvement	Y	Framework developed. Training completed.	Internal / BRS	Complete
Road Management	Comprehensive whole of service	Y	Final report presented 24 August 2022.	Internal / BRS	Complete
City Operations	Comprehensive whole of service	Y	Final report presented 5 July 2023.	Internal / Change Executive	Complete
Verge Maintenance	Continuous Improvement	Y	Final report presented 5 April 2023.	Internal / BRM Advisory	Complete

(*Comprehensive whole of service – where a service review encompasses complex services or whole function
Continuous improvement – targeted review of identified service, potentially ongoing)

Refer to the attached Summary of Service Review Actions (‘The Register’), for an update on actions arising from completed projects.

Attachments

1. [↓](#) Register - Summary of Service Review Actions198

Report Authorisers

Samantha Rose	
Lead, Continuous Improvement	8397 7269
Ryan McMahon	
Chief Executive Officer	8397 7297

SERVICE REVIEW COMMITTEE - REGISTER OF ACTIONS											
SRC Project	SRC Meeting Date	Ref	Subject / Finding Title	Recommendation	Agreed Action	Action Owner	Due Date	Status	Action Progress	Comments	Revised Date
Road Management	24-Aug-22	9.1	Road construction design	<p>9.1.1 Adopt the new design to realise the customer, financial, environmental and workforce capacity benefits</p> <p>9.1.2 Develop a multi criteria assessment approach to guide the design brief for consultants. The design brief should only require a full road reconstruction where necessary.</p>	<p>9.1.1 To be applied from 2022 / 23 financial year</p> <p>9.1.2 Treatment options assessment tool to be developed</p>	Manager Technical & Engineering Services	Dec-22	Closed	Complete	New design options reviewed based on site conditions and best practice. Applied to 2022-23 construction program.	
Road Management	24-Aug-22	9.2	Reduce whole of life cost	<p>9.2.1 Review asset management plans with a focus on minimising whole of life cost specifically optimising the mix of capital, renewal and operating investment</p>	<p>9.2.1 To be incorporated in ongoing review of AMPs</p>	Manager Technical & Engineering Services	Dec-23	Open	On Track	In progress	
Road Management	24-Aug-22	9.3	Redeployment of internal resources	<p>9.3.1 Redeploy existing staff to work on other civil works</p> <p>9.3.2 Redeploy or sell plant</p> <p>9.3.3 Undertake market sounding to test whether road construction can be delivered under contract for lower cost</p>	<p>9.3.1 Determine suitability and transferability of those within road reconstruction team and aligned civil construction activities (e.g. carparks, kerb and gutter, creek maintenance, fencing and retaining, bulk earthworks, etc)</p> <p>Identify a training and development program and costing option</p> <p>9.3.2 Determine cost options for repurposing or sell plant and take action</p> <p>9.3.3 Undertake market sounding to test whether road reconstruction can be delivered under contract for lower cost</p>	<p>Manager Field Services</p> <p>Manager Projects & Contracts</p>	Jun-23	Open	On Track	<p>9.3.1 Complete</p> <p>9.3.2 Complete</p> <p>9.3.3 Ongoing situation as required</p>	
Road Management	24-Aug-22	10.1	Implement Three Year Forward Works Program	<p>10.1 Commit to a three year program to all capital works as follows: Year 3: identification of project Year 2: preparatory works including design, procurement packaging and any physical preparatory works Year 1: physical construction - Design and seek approval for the program of works for all capital works</p> <p>10.1.2 Allocate budget to undertake design, preparatory works and procurement packaging in the year prior to the physical works</p> <p>10.1.3 Any changes to the next financial years physical works are locked down six months prior to the start of the financial year (i.e. in Dec / Jan)</p>	<p>10.1.1 Develop a rolling 3 year roads program for Council adoption</p> <p>10.1.2 / 10.1.3 Allocate budget to support design and preparatory work for subsequent FY roads program</p>	Manager Technical & Engineering Services	Dec-23	Open	On Track	<p>10.1.1 Partially commenced. Design has been completed and will be carried out in 2024</p> <p>10.1.2 / 10.1.3 Budget has been allocated in 2022-23 for design and will be an ongoing commitment</p>	
Road Management	24-Aug-22	10.2	Role Clarity and Organisational Structure	<p>10.2.1 Undertake a team restructure to ensure alignment of duties between asset optimisation, project delivery and maintenance</p> <p>10.2.2 Consolidate all asset planning into a single team known as asset optimisation</p> <p>10.2.3 Consolidate all capital works (roads, kerbing, unsealed roads, footpaths, stormwater, carparks etc) into a single team. This team would focus on programmed maintenance and responding to customer requests</p>	<p>Recommendations picked up as part of the City Operations Opportunities Review Project</p>	General Manager City Operations	Jun-23	Closed	Complete	Department structures implemented for City Operations, aligning with function focus.	
Road Management	24-Aug-22	10.3	Supplier Relationship Management	<p>10.3.1 Undertake all preparatory works including design, procurement, packaging and any physical preparatory works in the year prior to commencement of physical works</p> <p>10.3.2 Group up packages of work and release to the market as larger scopes to be delivered over the course of a year or multi-year rather than as individual packages</p> <p>10.3.3 Establish standing contracts for major packages of works such as minor civil works, concrete and plant hire over a 3 to 5 year term working with only 2 or 3 suppliers</p>	<p>Review current contract procurement practices to support bundling and multi year works packages</p>	Manager Projects & Contracts Delivery	Dec-23	Open	On Track	<p>10.3.1 Partially commenced</p> <p>10.3.2 / 10.3.3 To be commenced</p>	
Road Management	24-Aug-22	11.1	Strategic Asset Management Plan (SAMP)	<p>11.1.1 Every four years council develop a publicly available SAMP covering all asset classes in a single document, outlining current condition and investment forecasts for the next 4 to 10 years</p> <p>11.1.2 Document all condition service levels (at the whole of asset level) for all asset classes through the SAMP</p>	<p>To be considered in the improvement plan for AMPs</p>	Manager City Strategy	Jun-24	Open	On Track	Specification being drafted.	
Road Management	24-Aug-22	11.2	Environment, Decarbonisation and Sustainability	<p>11.2.1 Prioritise asset investment in pedestrian and cycling infrastructure</p> <p>11.2.2 Embed decarbonisation into the selection criteria of procurement processes of construction works and supply of concrete, asphalt and other materials</p> <p>11.2.3 Embed decarbonisation into the MCA process of design of roads to encourage a minimalist approach</p> <p>11.2.4 Work in partnership with suppliers to leverage new technology and around use of recycled product and leverage new technology</p>	<p>To be considered as part of revised climate action plan strategic review</p>	<p>Manager Projects & Contracts Delivery</p> <p>Manager Technical & Engineering Services</p>	Dec-23	Open	On Track		
Road Management	24-Aug-22	11.3	Works Management	<p>11.3.1 Increase proactive inspections on a routine basis</p> <p>11.3.2 Appoint dedicated inspectors who travel the network undertaking inspections (condition rating, renewal treatment recommendations and maintenance inspections)</p> <p>11.3.3 Appoint dedicated maintenance planners who schedule inspections, create work orders and schedule maintenance crews to undertake programmed maintenance work</p> <p>11.3.4 Ensure all work is time confirmed to support analysis and improvement</p> <p>11.3.5 Use the Technology One functionality to embed works management processes to support programmed maintenance</p>	<p>Consideration in the Opportunities Review for functions and organisational structure</p> <p>Further develop corporate systems for greater capture and review of works, OSL's, work orders</p> <p>Continue to roll out teams for Works management in Tech One</p>	<p>Manager Technical & Engineering Services</p> <p>Manager Operations Support Services</p>	Jun-23	Open	On Track	<p>Due date updated to December 2023 to reflect recruitment processes being undertaken.</p> <p>11.3.1 Inspections have commenced</p> <p>11.3.5 Underway following the formation of Operations Support Services Department in June 2023.</p>	Dec-23

Road Management	24-Aug-22	11.4	Zero harm Safety Strategy	<p>11.4.1 Facilitate workshops with field staff to identify critical safety risks and identify critical controls adopting a hierarchy of controls approach</p> <p>11.4.2 Undertake process improvement and re-engineering around safety reporting and systems with view to streamline</p> <p>11.4.3 The ELT /MLT spent at least two hours per week on a rotational basis spending time in field engaging with the workforce and demonstrating visible leadership around safety</p>	<p>To be referred and incorporated into Council WHS programs</p> <p>In field engagement to be consulted with relevant corporate leaders</p> <p>Create a leadership presence by visiting workites and engaging with team. Audit sites.</p>	Manager Field Services	Jun-23	Open	On Track	Action plan is to be developed in consultation with WHS	
Road Management	24-Aug-22	11.5	Improving Performance	<p>11.5.1 Visual balanced scorecard which is displayed in key areas of the service centre highlighting the key metrics that the road construction program is looking to achieve</p> <p>11.5.2 Standard expectations for debriefs at toolbox meetings on lessons learned, operations and team activities</p> <p>11.5.3 Quarterly 90 day planning to overlay the annual capital works program to reset priorities and deliver continuous improvement activities</p>	<p>Incorporated into operating management framework for corporate leaders once organisational structure confirmed</p>	Manager Field Services	Jun-23	Closed	Complete	<p>11.5.1 No longer required</p> <p>11.5.2 / 11.5.3 Implemented as an agenda item at toolbox meetings on an ongoing basis</p>	
City Operations CVP Opportunities Review	10-Oct-22	Project 1	Value Proposition for Executive Portfolios	<p>Consult and confirm value proposition (purpose and remit) for each portfolio</p> <p>Communicate VPs to all staff</p>	<p>Consult and confirm value proposition (purpose and remit) for each portfolio</p> <p>Communicate VPs to all staff</p>		Dec-23	Closed	Complete	Complete	
City Operations CVP Opportunities Review	11-Oct-22	Project 2	City Operations Structure	<p>Consultation with City Operations managers and staff complete</p> <p>Implementation of new structure:</p> <ul style="list-style-type: none"> - Manager appointments confirmed for all four departments - Letters issued to all employees - Position description for all employees refreshed - MOF and CTIG Way - IPP and Performance Management expectations established - Expectations and Accountabilities defined in approved Transition Plans for: - Technical Engineering Services approved - Field services approved - Project & Contract Delivery approved - Operations Support Services approved - Functions moving into other portfolios 	<p>Consultation with City Operations managers and staff complete</p> <p>Implementation of new structure:</p> <ul style="list-style-type: none"> - Manager appointments confirmed for all four departments - Letters issued to all employees - Position description for all employees refreshed - MOF and CTIG Way - IPP and Performance Management expectations established - Expectations and Accountabilities defined in approved Transition Plans for: - Technical Engineering Services approved - Field services approved - Project & Contract Delivery approved - Operations Support Services approved - Functions moving into other positions 	<p>General Manager City Operations</p> <p>Project Lead OD</p> <p>Manager Technical & Engineering Services</p> <p>Manager Field Services</p>	Jun-23	Open	Complete	<p>Complete</p> <p>Manager Project & Contract Delivery now appointed with a commencement date of 24 July 2023.</p> <p>Complete. All staff received letters of transition.</p> <p>PD review completed for all portfolio staff. Currently being scoped to include an update to MOF and CTIG Way values and behaviours</p> <p>Yet to commence</p> <p>City Operations Leadership Team formation occurring with establishing norms and Manager accountabilities and expectations</p> <p>Structure for each department approved and implemented.</p> <p>Staff moving into Corporate Services and Strategy and Finance is complete.</p>	
City Operations CVP Opportunities Review	12-Oct-22	Project 3	Improve Communications across City Operations teams	<p>Review and implement an improved CTIG internal communication strategy addressing themes such as culture, motivation & engagement</p> <p>Internal communication strategic scheduling of staff briefings and monthly news via email</p> <p>Document and implement a communications accountability plan (messages and method) for disseminating information to City Ops staff</p>	<p>Review and implement an improved CTIG internal communication strategy addressing themes such as culture, motivation & engagement</p> <p>Internal communication strategic scheduling of staff briefings and monthly news via email</p> <p>Document and implement a communications accountability plan (messages and method) for disseminating information to City Ops staff</p>	<p>General Manager City Operations</p> <p>Manager Organisational Development</p> <p>Manager Customer and Communications</p>	Dec-23	Open	On Track	<p>Complete. Development of internal communication strategy complete</p> <p>Ongoing program - monthly CEO email updates and quarterly CEO briefings.</p> <p>Conversations commenced between City Ops GM and Internal Communications, Partnerships and Events Advisor to identify options to improve internal communications and distribution of information</p> <p>City Ops leadership team to implement</p>	
City Operations CVP Opportunities Review	13-Oct-22	Project 4	Enhance Leadership Capability	<p>Review leadership capability framework and explore leadership gaps and determine approach to address</p> <p>Establish a contract to deliver a leadership development program</p>	<p>Review leadership capability framework and explore leadership gaps and determine approach to address</p> <p>Establish a contract to deliver a leadership development program</p>	<p>General Manager City Operations</p> <p>Manager Organisational Development</p>	Dec-23	Open	On Track	<p>Yet to commence</p> <p>To be delivered in consort with the wider Executive leadership program</p>	
City Operations CVP Opportunities Review	14-Oct-22	Project 5	CFS Workflow and effective triage	<p>Process map CFS workflows within A&E to identify improvements and prepare implementation plan for CVP SC approval</p> <p>Establish CFS Governance for wider organisation</p>	<p>Process map CFS workflows within A&E to identify improvements and prepare implementation plan for CVP SC approval</p> <p>Establish CFS Governance for wider organisation</p>	<p>Manager Operational Support Services</p> <p>Manager Customer and Communications</p>	Dec-23	Open	On Track	<p>Coordinated by Manager Operations Support Services, and being delivered in partnership with Manager ITS, Manager Customer and Communications and Lead Continuous Improvement.</p> <p>Salesforce Working Party to define governance principles for customer satisfaction and engagement.</p>	
City Operations CVP Opportunities Review	15-Oct-22	Project 6	Enhance Procurement Practices	<p>Review procurement process and identify procurement pain points</p> <p>Establish a process and practice that addresses procurement pain points and gaps</p>	<p>Review procurement process and identify procurement pain points</p> <p>Establish a process and practice that addresses procurement pain points and gaps</p>	Manager Procurement & Contract Manager	Dec-23	Open	On Track	<p>Scope defined, report to Service Review 5 July 2023.</p> <p>Delivered in partnership with Manager Procurement & Contract Management. Support provided by Continuous Improvement</p>	
City Operations CVP Opportunities Review	16-Oct-22	Project 7	Business Planning	<p>Explore and implement improvements within Business and Operating Planning cycles</p>	<p>Explore and implement improvements within Business and Operating Planning cycles</p>	General Manager City Operations	Dec-23	Open	On Track	Aligned to Business Planning and Budget Management cycles	
City Operations CVP Opportunities Review	17-Oct-22	Project 8	Enhanced capability and training for safety leadership	<p>Specifically address behaviours that impact a functioning Safety Culture (use existing tools), through undertaking a safety leadership practice review and recommend way forward establishing a framework with associated governance</p>	<p>Specifically address behaviours that impact a functioning Safety Culture (use existing tools), through undertaking a safety leadership practice review and recommend way forward establishing a framework with associated governance</p>	Manager Organisational Development	Dec-23	Open	On Track	Project scoping underway	
Verge Maintenance Review	5-Apr-23	1	Systems	<p>1.1 Data collection to assist with:</p> <ul style="list-style-type: none"> - Future market approach in relation to the verge maintenance contract to inform specification - Allow performance under the contract to be more accurately tracked - Incorporate real time reporting <p>1.2 CRM System amendments to disaggregate complaints data by:</p> <ul style="list-style-type: none"> - Separation of medians and verge complaints - Separation of DIT and Council roads 	<p>a. Create a new GIS layer to collate and collect data regarding verge type across the city</p> <p>b. Installation of Telematics for internal and external tracking of blades down</p> <p>c. Amendments to CFS System to allow for separation of complaints</p>	<p>a) Manager Technical & Engineering Services,</p> <p>b) Manager Field Services,</p> <p>c) Manager Operational Support Services</p>	Oct-23	Open	On Track	b) New contract has been drafted to include telematics.	

Verge Maintenance Review	5-Apr-23	2	Services	<p>2.1 Increase services</p> <p>2.2 Contract to be more transparent and flexible</p> <p>2.3 Responsibility for the maintenance of DIT Medians</p> <p>2.4 Trial of Broad Leaf Spray in selected suburbs and measure its effectiveness in reduced cutting time and improving the visual appeal</p> <p>2.5 Volunteer Verge Cutting Program</p>	<p>2.1 Increase service to replicate proposed 5 week structure for verge maintenance</p> <p>2.1 Review and allocation of Budget including reporting through quarterly reporting</p> <p>2.2 Amend contract to be schedule of rates contract</p> <p>2.2 Utilise data to develop program and contractor resourcing</p> <p>2.2 Set expectations of managing seasonal peaks</p> <p>2.3 Meet with DIT regarding costs and responsibilities</p> <p>2.3 Create schedule of DIT Median maintenance and issue to contractor (if endorsed)</p> <p>2.4 Create trial program for Broad Leaf Spraying Services</p> <p>2.4 Report on trial program</p> <p>2.5 Implement a volunteer verge cutting program for senior/friar residents</p>	Manager Projects and Contracts Delivery	<p>2.1 Mar 24</p> <p>2.2 Oct 23</p> <p>2.3 Oct 23</p> <p>2.4 Oct 23</p> <p>2.5 Jun 24</p>	Open	On Track	<p>2.1 Budget and programme has been approved for increase in service.</p> <p>2.2 Current budget terminated with last date end of August or following first full Cut. Specification has been reviewed to be more transparent and flexible and currently out to market.</p> <p>2.3 DIT contacted and awaiting S's and agreement.</p>	
Verge Maintenance Review	5-Apr-23	3	Communication	<p>3.1 Council reporting</p> <p>3.2 Improving the information available to the public on the CTTG Website to include:</p> <ul style="list-style-type: none"> - Cutting schedule service standard - Clear view of when their verge or median will be cut - Which roads are maintained by DIT or link to a DIT website <p>3.3 Community Education</p> <ul style="list-style-type: none"> - Benefits of maintaining own verge - Encourage residents to plant out a verge (on the basis they maintain under 221) - Marketing and social media campaign re caring for your and neighbours verge - Use of broadleaf spray - Establishing programs to recognise highly beautified streets 	<p>3.1 Quarterly reporting on implementation plan progress and budget amendments</p> <p>3.2 Amendment to CTTG website to include information and links</p> <p>3.3 Development of a communications plan</p>	Manager Projects and Contracts Delivery	<p>3.1 June 2024</p> <p>3.2 Dec 23</p> <p>3.3 Dec 23</p>	Open	On Track		
Verge Maintenance Review	5-Apr-23	4	Other	<p>4.1 Levels of Service (application of standard treatment types across the city)</p> <p>4.2 Application of Section 221 - consider:</p> <ul style="list-style-type: none"> - removing or reducing the application fee for those who wish to plant out a verge - Determine inclusions for alternate verge plantings, etc - Enforcement for maintenance of planted verge areas 	<p>4.1 Develop Service Levels for Verge Maintenance</p> <p>4.2 RASCI for Verge Management</p> <p>4.3 Workshop and Review of Section 221 with EM's</p>	Manager Technical & Engineering Services Manager Field Services	Mar-24	Open	On Track		

Status Report on Service Review Committee Resolutions 05 JULY 2023

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 presented on a monthly basis, to the first meeting each month.

Pending Actions

Minute No.	Meeting Date	Officer	Subject	Estimated Completion
2	8/03/2023	Rose, Samantha	Active Ageing - Service Review Project Scope	5/07/2023
D23/15481 23 Mar 2023 9:23am Rose, Samantha RFQ distributed. Responses due Friday 24 March 2023. Recommendations to be presented to Service Review Committee 5 July 2023.				

Minute No.	Meeting Date	Officer	Subject	Estimated Completion
8	8/09/2021	Watson, Laura	Community Safety Policy Statements	5/07/2023
D21/68266 01 Dec 2021 9:06am Watson, Laura Estimated date of first SRC meeting for 2022. 16 Feb 2022 11:01am Watson, Laura Community Safety Staff Professional Development Day was held on 2 December 2021 to share with staff the Report presented to the Service Review Committee in September 2021. This was facilitated by an external party and was very well received by staff. Staff were able to put forward their thoughts about the practical implementation of the policy statements and how they could be applied to the community. We value this feedback as our Community Safety Officers are interacting with our residents each day and have vast insight into the desires and needs of the community. The next steps will be to draft a policy to which the Community Safety Officers will be involved and consulted with. The purpose of the consultation is to ensure that our officers have a thorough understanding of the proposed policy and can live and breathe it each day while undertaking the functions of their respective roles. The policy has yet to be drafted as the Community Safety team has had multiple staff take unplanned leave over December, January and now February. The team are working hard with limited resources (at about 55% normal capacity over the last few weeks) however, officers are very keen to get going with their revised direction. 23 Feb 2022 10:38am Watson, Laura Draft policy to be presented at the April Service Reviews Committee Meeting.				

21 Jun 2022 3:54pm Kunze, Diane

A draft Community Safety Policy will be prepared once the community safety functions have undergone a service review which is anticipated to occur in 2022-2023 when training has been provided to corporate leaders on the Service Review Framework and tools.

17 Feb 2023 1:16pm Watson, Laura

Draft Policy to be presented at 5 July 2023 Service Review Committee meeting following review of all policies assigned to the Community Safety department.

28 Mar 2023 9:34am Watson, Laura

Policy drafting to commence shortly including review of existing policies that may be amalgamated into the Community Safety Policy.

31 May 2023 3:37pm Watson, Laura -

Draft policy to be presented to Service Review Committee 5 July 2023.

Minute No.	Meeting Date	Officer	Subject	Estimated Completion
6	5/04/2023	Rose, Samantha	Council Report Template - Service Review	5/07/2023
D23/23714				
16 Jun 2023 11:47am Marks, Marley				
Proposed Council report template to be presented to Service Review Committee 5 July 2023.				

Completed Actions

Minute No.	Meeting Date	Officer	Subject	Completed
5	5/04/2023	Kelly, Adam	Verge Maintenance Service Review	19/04/2023
D23/23714				
19 Apr 2023 2:30pm Kelly, Adam				
As per the action, the report recommended from the Committee was presented to Council at 11 April 2023, and endorsed with associated recommendations.				

Minute No.	Meeting Date	Officer	Subject	Completed
4	5/04/2023	Amato, Tony	Service Review - Waste and Resource Recovery Strategy Project Scope	14/04/2023
D23/23714				
14 Apr 2023 2:23pm Amato, Tony				
Report titled “Service Review– Waste and Resource Recovery Strategy Project Scope”				
dated 5 April 2023, was endorsed by Council at 11 April 2023.				
Project has now commenced.				