



AGENDA

**FOR PROGRAM REVIEW SUB COMMITTEE MEETING TO BE HELD ON
14 NOVEMBER 2016 AT AT THE CONCLUSION OF SPORT, RECREATION AND
GRANTS COMMITTEE**

IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY

MEMBERS

Cr R Zahra (Chairman)
Mayor G Aldridge
Cr S Bedford
Cr D Bryant
Cr C Buchanan
Cr G Caruso
Cr L Caruso
Cr E Gill (Deputy Chairman)
Cr B Vermeer

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
Manager Governance, Ms T Norman

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Program Review Sub Committee Meeting held on 10 October 2016.

Presentation of the Minutes of the Confidential Program Review Sub Committee Meeting held on 10 October 2016.

REPORTS

PRSC1	Program Review Brief - Inspectorate Services	7
PRSC2	Program Review Update	29

OTHER BUSINESS

CLOSE



**MINUTES OF PROGRAM REVIEW SUB COMMITTEE MEETING HELD IN
COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY ON**

10 OCTOBER 2016

MEMBERS PRESENT

Cr R Zahra (Chairman)
Cr S Bedford
Cr D Bryant
Cr C Buchanan
Cr G Caruso
Cr L Caruso

STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Infrastructure, Mr M van der Pennen
General Manager Community Development, Ms P Webb
General Manager City Development, Mr T Sutcliffe
Manager Economic Development and Urban Policy, Mr G Ratsch
Manager Governance, Ms T Norman

The meeting commenced at 6.45 pm.

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

APOLOGIES

Apologies were received from Mayor G Aldridge, Cr E Gill and Cr B Vermeer.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr G Caruso
Seconded Cr L Caruso

The Minutes of the Program Review Sub Committee Meeting held on 12 September 2016, be taken and read as confirmed.

CARRIED

REPORTS

PRSC1 Economic Development and Urban Policy Program Review Update

Cr D Bryant declared a conflict of interest due to being Managing Director for his company that uses the facilities at Polaris Centre and due to currently being in the process of applying for a new business grant through the Economic Development Policy.

Cr D Bryant left the meeting at 06:49 pm.

Cr C Buchanan sought leave of the meeting to speak a second time. Leave was granted.

Cr G Caruso sought leave of the meeting to speak a second time. Leave was granted.

Moved Cr G Caruso
Seconded Cr C Buchanan

1. That the update report be noted, and the matters identified in the report and arising in consideration of the report by the Sub-Committee be addressed in the final draft report to the Program Review Sub-Committee in December 2016 on the Economic Development and Urban Policy Program Review.

CARRIED

Cr D Bryant returned to the meeting at 07:14 pm.

OTHER BUSINESS

Nil

CONFIDENTIAL ITEMS

PRSC2 Findings of Program Review for Waste Transfer Station

Moved Cr G Caruso
Seconded Cr S Bedford

1. *Pursuant to Section 90(2) and (3)(b)(i) and (b)(ii) and (d)(i) and (d)(ii) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*
 - *it relates to information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and*
 - *information the disclosure of which would, on balance, be contrary to the public interest; and*
 - *commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and*
 - *commercial information of a confidential nature (not being a trade secret) the disclosure of which would, on balance, be contrary to the public interest.*
2. *In weighing up the factors related to disclosure,*
 - *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*
 - *Disclosure of this information in advance of a decision as to which course of action Council would prefer to take could compromise Council's commercial position in relation to ongoing operation of the Waste Transfer Station.*

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

CARRIED

The meeting moved into confidence at 7:14 pm.

The meeting moved out of confidence at 7:46 pm.

CLOSE

The meeting closed at 7:47pm.

CHAIRMAN.....

DATE.....

ITEM	PRSC1
	PROGRAM REVIEW SUB COMMITTEE
DATE	14 November 2016
HEADING	Program Review Brief - Inspectorate Services
AUTHOR	John Darzanos, Manager Environmental Health & Safety, City Development
CITY PLAN LINKS	4.2 Develop strong capability and commitment to continually improve Council's performance. 4.3 Have robust processes that support consistent service delivery and informed decision making. 4.4 Embed long term thinking, planning and innovation across the organisation.
SUMMARY	This report and supporting documentation provides details of the current operations of Inspectorate Services and a proposed Project Brief to undertake the review of the Inspectorate Services team under the Program Review framework. Endorsement of the project brief is sought to commence the recruitment of the external consultancy and progress the review.

RECOMMENDATION

1. Information be received.
2. The Inspectorate Services Program Review Project Brief and Inspectorate Services Background Paper as set out in Attachments 1 and 2 to this report be endorsed.

ATTACHMENTS

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

1. Inspectorate Services Program Review Brief
2. Inspectorate Services Background Paper

1. BACKGROUND

- 1.1 The review of Inspectorate Services will consider the current delivery of services by the Inspectorate Services Team (IS), to ensure that this service aligns with the organisation's strategic directions to achieve sound outcomes and is delivered against the key objectives of Council's legislated requirements.
- 1.2 The attached Program Review Brief and Background Paper provides additional information for consideration.

- 1.3 Additional background information is also provided in previous reports that have been presented to Council that provide information in relation to operations of the after-hours services, the establishment of dog registration fees and the establishment of a Private Parking Areas Act Policy. These items are as follows:
 - 1.3.1 September 2014 Program Review Sub-Committee Item PRSC2(1): Continuous Improvement Outcomes for After-Hours Dog Management Services. The Program Review Sub-Committee recommended to Council that the after-hours dog management service be subject to a continuous improvement process to identify service efficiencies within the endorsed extent and hours of service, and a report on the outcomes of the continuous improvement process was provided to the Program Review Sub-Committee.
 - 1.3.2 January 2015 Resources and Governance Committee Item 3.3.1: The Minister in 2014 approved a rise in the dog registration fee cap from \$60 to \$85. Options for increasing dog registration fees were presented to Council presenting models for consideration by Council in setting the 2015-2016 fees.
 - 1.3.3 Item 3.3.1 - presented in February 2015 to the Resources and Governance Committee. Council subsequently resolved that staff report back to Council with an additional dog registration fee structure option reflecting an annual CPI Increase to dog registration fees. The report included budgeted capital upgrades to dog parks in the last three years.
 - 1.3.4 February 2016 Resources and Governance Committee Item 3.3.1: The maximum dog registration fees for 2015/16 were set with a CPI increase from \$60 to \$61. This report presented models for consideration by Council in setting the 2016-2017 dog registration fees.
 - 1.3.5 October 2012 Governance Committee Item 3.3.1: Staff developed and undertook Community Consultation on a draft Private Parking Areas Act – Private Parking Agreements Policy. The draft policy was presented for Council consideration and final endorsement for adoption and implementation.

2. CITY PLAN LINKS

- 2.1 Build strong leadership capabilities within council and the community.
- 2.2 Develop a flexible, capable and engaged workforce that can meet the changing needs of Council and our community.
- 2.3 Continually improve business practices to remove barriers and ensure appropriate levels of service that respond to emerging needs and opportunities.
- 2.4 Use technology to support transformation within council and proactively address community needs.
- 2.5 Ensure long term sustainability through good financial practices, sound business planning and asset management.

3. CONSULTATION / COMMUNICATION

3.1 Internal

3.1.1 Inspectorate Services Team

4. REPORT

4.1 The high level objectives of this review are to assess the current delivery of IS against other comparable service providers, undertake a gap analysis of the capacity and capability of the IS team; and identification of an appropriate service level structure and delivery model.

4.2 The required deliverables from the review are to ensure services align with strategic direction and include:

4.2.1 Review current service provision including current status, resource levels and service delivery.

4.2.2 Identification of service gaps and options for resourcing those gaps. This includes an assessment of whether Council is meeting its statutory obligations in relation to the level and scope of services provided.

4.2.3 Identification of current services or functions that should be discontinued or transferred to other service providers, including other Divisions of the organisation.

4.2.4 Identification of services being delivered by other Divisions of the organisation that may more appropriately and effectively be delivered by the IS team.

4.2.5 Benchmarking against comparable service providers.

4.2.6 Identification of continuous improvement opportunities for service delivery in relation to:

- Systems & processes;
- Structure & resources;
- Capabilities, skills & knowledge; and
- KPI's / Measurement.

4.2.7 Assess current service delivery model against alternate models to determine potential changes to service delivery.

4.2.8 Analyse proposed directions of division against Council's Key Directions to identify potential areas of change.

4.3 Staff within IS have been briefed on the review, and will continue to be updated throughout the process. The proposed approach will include engaging all team members across various elements of the review, to enable the opportunity for their contributions to be incorporated into to the review.

5. CONCLUSION / PROPOSAL

5.1 The review of Inspectorate Services is part of the overall Program Review initiative currently being delivered across Council to deliver efficient and effective services.

- 5.2 This program review will be primarily conducted by an external consultant who will provide independent expert advice on service levels, delivery methods and demands on the services into the future.
- 5.3 The deliverables of this review will provide a report assessing current Council service delivery benchmarking other comparable service providers, gap analysis of the capacity and capability of the IS team and their services; identification of an appropriate service level structure and delivery model options.
- 5.4 The outcome will include recommendations to progress the provision of efficient and effective Inspectorate services that meet community demands, expectations and legislative requirements.

CO-ORDINATION

Officer: EXECUTIVE GROUP

Date: 08.11.16



Name:	Program Review –Inspectorate Services
Number:	
Review Sponsor:	General Manager City Development
Review Leader:	Manager Environmental Health and Safety

1. Scope:

The review will consider the current scope and delivery of services by the Inspectorate Services Team (IS), to ensure that this service aligns with the organisations strategic directions to achieve sound outcomes and is delivered against the key objectives of Councils legislated requirements.

The review will assess the current scope and delivery of services that aim to protect and promote a high standard of public safety and environmental quality within the City of Salisbury through education, encouragement and enforcement programs, for the benefit of the community and environment, culminating in recommendations to progress to the provision of efficient and effective Inspectorate services that meet community demands, expectations and legislative requirements.

Key components of the review will be:

- Strategic relevance of the service
- Customer and community expectations/need/use
- Compliance with legislated requirements under the relevant legislation administered by IS, having regard to both non-discretionary (statutory) and discretionary services
- Efficiency and effectiveness of the delivery of services
- Alternative service provision options
- KPI / monitoring / measurement of performance

Throughout the review, the division will continue to meet our ongoing work requirements within existing resources. Any recommendations arising from the review must incorporate a change management methodology to ensure that the implementation of recommendations is adequately planned and resourced and are accepted by stakeholders.

2. Objectives

The high level objectives of this review are to assess the current scope and delivery of IS against other comparable service providers, undertake a gap analysis of the capacity and capability of the IS team and identify an appropriate service level structure and delivery model.

Program Deliverables:

Required deliverables to ensure services align with strategic direction:

- Review current service provision including current status, scope, resource levels and service delivery
- Identification of service gaps and options for resourcing those gaps. This includes an assessment of whether Council is meeting its statutory obligations in relation to the level and scope of services provided.
- Identification of current services and functions that should be discontinued or transferred to other services providers including other Divisions of the organisation.
- Identification of services and functions being delivered by other Divisions of the organisation that may be more adequately and effectively delivered by the IS team.
- Benchmarking against comparable service providers
- Identification of continuous improvement opportunities for service delivery in relation to
 - Systems & processes
 - Structure & resources
 - Capabilities, skills & knowledge
 - KPI's / Measurement
- Assess current service delivery model against alternate models to determine potential



changes to service delivery.

- Analyse proposed directions of the Division against Council's Key Directions to identify potential areas of change;

Project Management Deliverables:

Stage1: Undertake Program Review – Measure the current state

- Review of the current service delivery of IS
- Benchmark against comparable service providers
- Mapping of the current services and current service providers / systems / processes / resources
- Assessment of utilisation of current systems and resources
- Interdependencies of other functions / Divisions

Resourcing:

Consultant (4 weeks)

Manager Environmental Health and Safety

IS Team

Stakeholders:

Other Council's IS Teams

LGA

Dog and Cat Management Board

Animal Welfare League SA

Other Departments and Divisions

City Infrastructure,

- Property and Buildings,
- Traffic,
- Parks and Landscape

Customer Centre

Development Planning

Environmental Health

Timing: February – March 2017

Stage 2: Analysis / Consultation / Future State / Options Study

- Assess the strategic relevance of the service
- Analysis of risk vs process
- Gap analysis
- Alternative models of delivery
- Opportunity for enhanced delivery of services

Resourcing:

Consultant (4 weeks)

Manager Environmental Health and Safety

Timing: March - April 2017

Stage 3: Report: Recommended Actions / Implementation Plan

- Alternatives
- Enhancements



- Implementation Plan for program review outcomes
- KPI's moving forward
- Measurement/monitor benefits realisation

Resourcing: Consultant (4 weeks)
Manager Environmental Health and Safety

Timing: April - May 2017

3. Governance

Sponsor:	General Manager City Development
Leader:	Manager Environmental Health and Safety
Team:	Brad Scholefield, Team Leader General Inspectorate Gail Page, Manager People & Culture, Business Excellence (or nominee)
Assurance:	Reporting via Executive Group/PRSC to Council
Specialist Assistance:	

4. Approach

Define – develop understanding and agreement with Executive Group/PRSC regarding the scope and objectives of the review, the approach and commitment. Define program plan, change management assessment and communications plan, and refine resource and timeline indications.

Data Collation – Assessment of the current state comprising a review of current service delivery of IS function; relevant process analysis and benchmarking; feedback opportunities through customer survey and consultation, and consideration of current strategic alignment and delivery effectiveness.

Analyse - Critically analyse the future requirements including trends and directions in inspectorate services, strategic alignment, clarification and agreement on customer expectations and alternative service delivery models. This phase will assess viable options for future services and service delivery, and identifying a preferred option(s) with a high level approach to delivery of the model. The completion of this phase provides a decision point for recommendation of a preferred option which if approved will form the basis of the implementation and change management phase.

Implement - Develop a roadmap implementation and finalise the future design, delivery models and transition plans for implementation. Risk assess, finalise and deliver the improvements, then establish assessment of value realised.

Interdependencies

Dog Pound – the dog pound is located on the Research Road adjacent to the Transfer station and is maintained by City Infrastructure. Any changes to the use of the site can affect pound services. It is important that consideration be given to the review that was undertaken for the Research Road Transfer station and adjoining site as part of the pound services review.

Footpath trading and hoarding – the Division currently approves footpath trading and hoarding applications that relate to use of public land. Currently the Property and Building Division are consulted as they also issue authorisations for activities that result in permanent fixtures. Property and Building Division are in the process of a Program Review and consideration should be given to this review in relation to activities related to permits and authorisations.



Parks and Landscape – the administration of the Fire and Emergency Services Act in relation to Inflammable undergrowth is currently delivered by Parks & Landscape Division. This area has been subject to a Program Review and consideration should be given to the findings and the program relating to Inflammable undergrowth and synergies with the Inspectorate area.

Fines Enforcement and Recovery Unit (FERU) – the FERU is responsible for enforcing unpaid fines and collecting outstanding income for Council. The actions and effort undertaken by the Unit and their fees have a direct impact on Council revenue from the enforcement action taken by IS, and consideration needs to be given to the relationships and decisions made by FERU as part of the review.

Dogs and Cats Online (DACO) – the Dog and Cat Management Board after consultation through the LGA is investigating the development of DACO. The system will provide a central register of dogs and cats and enable payments to be made online and to one authority. The development of DACO may require increased contributions from Councils to fund the development in implementation. The review will need to consider the impact of DACO and effect on registration fees, resources and customer service.

Economic Development and Urban Policy – Council has requested staff undertake a review of Council policies and interactions with businesses to ensure that, wherever possible, Council policies and practices stimulate and support local business growth, employment creation and the attraction of new businesses to the local area. This review is currently underway and may result in recommendations to change certain policy settings and the level of fees and charges levied on business operators. This is consistent with the critical action in City Plan 2030 to “further our reputation as a business friendly Council by reforming our processes and how we work with business in the City.”

The Consultant will be expected to engage with the relevant divisions who have or are about to undertake reviews and or have interdependencies and ensure that any concerns and possible synergies are able to be addressed from these areas.

Engagement of a Consultant:

IS will seek competitive quotations from at least three providers, in line with procurement thresholds. The Professional Services Agreement will be distributed with the Request for Proposal, to expedite contract agreement on award.

The identified companies will be selected for their known expertise with Local Government and in particular the regulatory environment, including that of Inspectorate services.

A Selective Request for Proposal market approach will be undertaken to a minimum of three consultants deemed to be highly skilled in work of this nature. A formal acquisition plan will be developed to guide the evaluation methodology and selection process.

Evaluation will be undertaken by a team of 4 – comprising the:

- Project Sponsor – GMCiD - Terry Sutcliffe;
- Manager Environmental Health and Safety – John Darzanos;
- Team Leader General Inspectorate – Brad Scholefield
- Manager People & Culture- Gail Page (or nominee)

Evaluation criteria (detail will be identified within the Acquisition Plan):

- Corporate capability
- Proposed Methodology including benchmarking
- Demonstrated knowledge and expertise
- Resources / subject matter personnel
- Deliverables / value proposed
- Price assessment (hours / personnel offered)



Referee checks will be undertaken to confirm elements of expertise and experience prior to selection of the successful Consultant.

Evaluation decision will recommend the company demonstrating the best capability and synergy to deliver the program review, and address elements as identified, as a minimum. Final assessment will assess the personnel identified to undertake the review and the overall value for money in the pricing structure.

The Tender Recommendation will progress to GMCiD for endorsement and contract award.

5. Communications

A Communications Plan is being developed.

6. Resources:

Budget: \$30,000 (GST exclusive) – based on 120-150 hours, across a 12 week timeline

Total CoS hours:

To be determined upon Consultant quotation. Anticipated that the majority of hours will be afforded by the Manager Environmental Health and Safety to make available the required information. In addition, support staff will assist where documentation isn't publicly available.

Assumptions:

Manager Environmental Health and Safety will undertake the lead for day to day project management and liaison with the Consultant.

It is expected the consultant will attend the Council office as necessary to gather data and access personnel and resources.

7. Program & Milestones (Dates for Key Events/Outputs)

- Approval of Program Review Brief by Executive – including external consultant approach – November 2016
- Approval of Program Review Brief by Council – November – December 2016
- Market approach for Consultant – January – February 2017
- Commencement of Program Review - February - March 2017

Proposed stage deliverables:

- Stage 1: February - March 2017
- Stage 2: March - April 2017
- Stage 3: April - May 2017

8. Constraints and Risks

- Internal resource availability
 - IS team of 12 (including the Manager) is located at James Street, and includes one dedicated weekend officer. All staff available to support the program review excluding any leave.
 - Due to the nature of ongoing work there will be some time pressures however every



- endeavour will be made to assist as and when required.
 - Staff availability to undertake workshops / surveys all at once is limited due to the potential for urgent tasks.
- Availability of data from within existing reporting and data base systems.
- Availability of contemporary practice standards and measurement benchmarking.
- Consultant availability and capability.

9. Background

Refer– Program Review Inspectorate Services Background Paper (attached)

Program Review Brief Sign-Off

This document must be approved by the Program Review Sub Committee / Council and lodged in Dataworks.



PROGRAM REVIEW
INSPECTORATE SERVICES
BACKGROUND PAPER
November 2016

Contents

Corporate Context	3
Structure & Resources	4
Inspectorate Services Operating Budget	5
Inspectorate Services	6
Interdependencies	10
Emerging Issues.....	11

Corporate Context

The Inspectorate Services Team (IS) of the City of Salisbury is within the City Development Department and consists of a team of officers delivering services that aim to protect and promote a high standard of public safety and environmental quality within the City of Salisbury. This is undertaken through a combination of community education and encouragement along with the enforcement of numerous Acts and regulations, covering a range of areas, including;

- Dog and Cat Management Act, 1995
- Australian Road Rules
- Road Traffic Act 1961 and Associated Regulations
- Private Parking Areas Act 1986
- Environmental Protection Act 1993 and the Environment Protection (Burning) Policy
- Local Government Act 1999 (roads, community land use and litter provisions)
- Council By-Laws
- Local Nuisance and Litter Control Act 2016

The IS plays a significant and important part in the delivering and supporting the organisation to achieve its City Plan deliverables as identified in the Councils City Plan 2030. Specifically, IS in the main, deliver on *Key Direction 3, The Liveable City*, and *Key Direction 4, Enabling Excellence* and its objectives:

Key Direction 3, The Liveable City

A welcoming community that celebrates its diversity, embraces change and where people are able to participate in community life. It is a City with interesting places and experiences.

- LC2 Have interesting places where people want to be
- LC4 Be a proud, accessible and welcoming community

Key Direction 4, Enabling Excellence

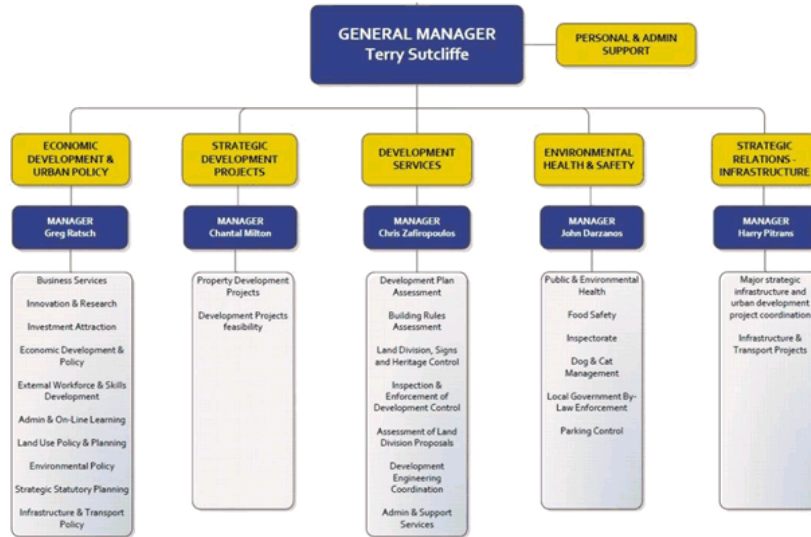
A Council where people work because they can make a difference, an organisation that anticipates, understands and meets community needs, a Council with a positive attitude.

- EE1 Strengthen partnerships that enable us to better address our community's priorities
- EE2 Develop strong capability and commitment to continually improve council's performance
- EE3 Have robust processes that support consistent service delivery and informed decision making
- EE4 Embed long term thinking, planning and innovation across the organisation

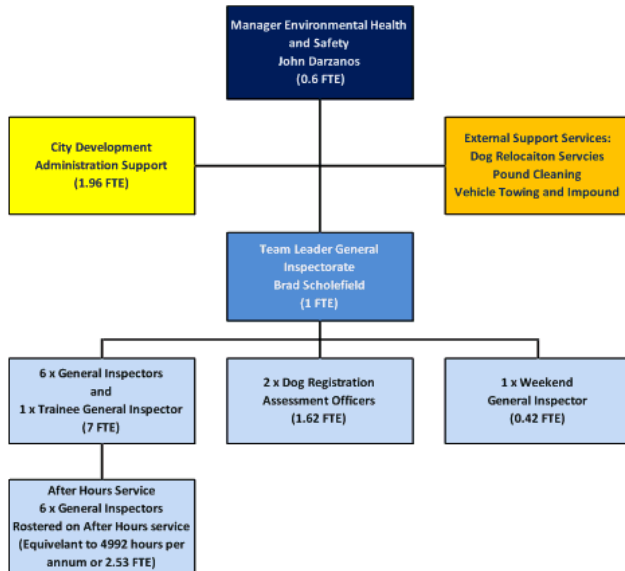
The service delivery requirements have been informed from community and organisational needs and expectations, and legislative requirement. This paper provides information on the current structure and operations of the IS Division, to deliver on the City Plan objectives.

Structure & Resources

Inspectorate Services is within the Environmental Health and Safety Division, within the City Development Department, as represented in the following Departmental Structure:



The Division consists of twelve personnel including the Manager, (equivalent to 10.6 FTE), with additional administrative support provided through the Departmental administrative team (reporting via the Development Services Division). The operational requirements are also supported by contracted support services for dog relocations, pound cleaning, and vehicle towing and impounding. The structure is represented in the following chart:



Total FTE - 10.6, Total Staff – 12 (excluding Administrative support staff)

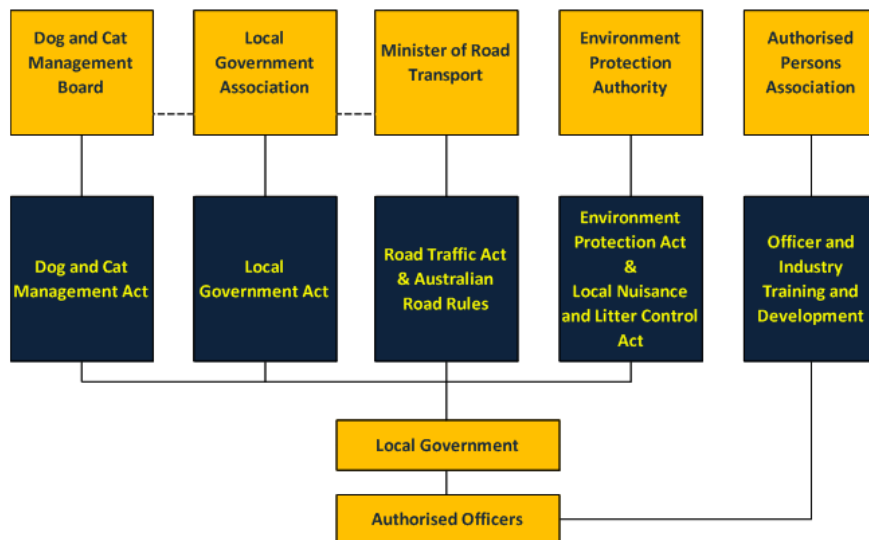
Inspectorate Services Operating Budget

Budget Area 450 Dog Control - Operating Revenue	2015/2016 Estimated	2015/2016 Actual	2016/2017 Estimated
Dog Licence Income	-830000	-817092	-850500
Dog Licence Transfers	-1500	-1790	-1500
Dog Expiation Fees	-85000	-101543	-85000
Dog Fines Recovered FERU	-135000	-152306	-135000
Pound Fees	-35000	-33563.1	-47300
Dog Disposal Fees	-800	-1250.03	-900
Kennel Licence Income	-5500	-6048.77	-5500
Sundry Income	0	-27.27	0
Total - Operating Revenue	-1092800	-1113620	-1125700
Budget Area 450 Dog Control - Operating Expense			
Wages & Salaries	607741	618440	658750
Management & Administration	99700	93784	110900
Dog and Cat Management Board	171000	167563	166000
Dog Discs	8100	6921	8100
Dog Disposal	65000	59500	55000
Kennel Cleaning	41500	38116	41500
Internal Transfers	85770	85295	83550
Total - Operating Expense	1078811	1069619	1123800
Total - 450 Dog Control	-13989	-44000.7	-1900
Budget Area 460 Inspectorial - Operating Revenue			
Parking Fines	-228400	-235642	-232500
Parking Fines Recovered FERU	-70000	-80111.4	-70000
Clean Air Expiations	-600	0	-600
Litter Expiations	-300	0	-300
By-law Prosecutions	-1500	-459	-1500
Footpath Trading Permits	-1100	-1103	-1200
Sundry Income	-1300	-6011	-2800
Vehicle Pounding	-3800	-5445	-3800
Total - Operating Revenue	-307000	-328772	-312700
Budget Area 460 Inspectorial - Operating Expense			
Wages & Salaries	295283	292925	321710
Management & Administration	48700	55461	56000
Vehicle Pounding	9000	10106	7000
By Law Review	11000	10549	0
Internal Transfers	69330	68233	64150
Total - Operating Expense	433313	437273	448860
Total - 460 Inspectorial	126313	108502	136160
Nett	112324	64501	134260

Inspectorate Services

The Inspectorate Services Division of the City of Salisbury is responsible for the administration of legislation and monitoring of key issues in the community to ensure that public safety and community health and well-being is being maintained and enhanced and that public spaces and environments are utilised in accordance with intended use, such as compliance with road rules and with local bylaws.

The IS Division fits within a framework including State Government agencies that all play a significant and important part in the delivering services to our community. The framework is represented in the following flow chart and provides an overview of the relationships between the Government sectors.



The IS Mission is “to protect and promote a high standard of public safety and environmental quality within the City of Salisbury through education, encouragement and enforcement programs of prescribed areas covered by the legislation administered by the Section.”

The main responsibilities include:

- Ensuring responsible dog ownership by administering the Dog and Cat Management Act in relation to
 - Dog registrations
 - Dog attack investigations and reduction
 - Responding to Wandering dogs and impounding seized dogs
 - Dog noise and nuisances
 - Leashing laws and dog free areas
 - Guard dogs
- Ensuring compliance with road rules for fair equitable parking opportunities and to reduce threats to public safety, by enforcing the Road Traffic Act and Australian Road Rules through:
 - Parking enforcement, in car parks, street parking and public places
 - School parking patrols
- Reducing the risk of nuisances and public safety, by enforcing Local Laws and By Laws in relation to:

- Littering
- Footpath trading permits and hoarding permits
- Compliance with local by laws in relation to parks and reserve activities, moveable signs
- Abandoned vehicles
- Other animal and bird nuisances
- Minimising and eliminating the nuisances from back yard burning and threats from burning without a permit under the Environment Protection Act.
- Providing educational information and advice in relation to matters relating to Inspectorate services
- Continually striving to progress an efficient, effective and responsive delivery of Council services to our community and customers, and ensuring performance is measured against identified planned objectives in an integrated manner.

The services provided by the Inspectorate team are also provided on weekends by a dedicated weekend officer and afterhours. The afterhours are subject to an hours agreement and ensures responses are provided to high risk activities all times, and this includes all public holidays.

IS legislative responsibility is included under the following legislation:

- Dog and Cat Management Act, 1995
- Australian Road Rules
- Road Traffic Act 1961 and Associated Regulations
- Environment Protection Act 1993 and the Environment Protection (Burning) Policy
- Local Government Act 1999 (roads, community land use and litter provisions)
- Council By Laws
- Private Parking Areas Act 1986
- Local Nuisance and Litter Control Act 2016
- Other prescribed legislation

The core functions undertaken by the IS Division to achieve the mission and organisational objectives are:

ANIMAL MANAGEMENT ACTIVITIES		
ACTION	TASK	ACTIVITY 2015/16
<p>Dog Attack Investigations Ensure persons responsible for the care and control of dogs are held accountable for attacks by their dog(s) and adequate measures are implemented to prevent further attacks.</p>	Investigate all reported dog attacks (which includes harassment) and take appropriate action under the provisions of the Dog and Cat Management Act 1995, to prevent future attacks, remove dangerous dogs and educate or take appropriate further action for offences	126 Investigations
<p>Dogs Wandering at Large (WAL) Ensure all dogs wandering at large are seized and returned to owners where possible and adequate measures are implemented to prevent further incidents.</p>	Investigate all reported dogs wandering at large and take appropriate action under the provisions of the Dog and Cat Management Act 1995, to seize the dog, return to the owners and educate or take appropriate further action for offences	1423 reports of dogs wandering at large 972 seized 290 returned to owners form the filed <ul style="list-style-type: none"> • 290 returned to owners form the pound

ANIMAL MANAGEMENT ACTIVITIES		
ACTION	TASK	ACTIVITY 2015/16
		<ul style="list-style-type: none"> 386 relocated
Dog Noise and Nuisance Complaints Ensure that the impact of dog noise and nuisance complaints are minimized and or eliminated and adequate measures are implemented to prevent further incidents.	<u>Dog Noise and Nuisances</u> Investigate all reported dogs noise and nuisance complaints and take appropriate action under the provisions of the Dog and Cat Management Act 1995, to eliminate and or reduce the noise or nuisance complaint, and educate or take appropriate further action for offences	65 dog noise investigations from 104 requests for diaries 117 dog nuisance investigations eg dogs jumping at fences or defecating
Other Dog and Cat Management Activities Provide other relevant services to customers in the area of dog and cat management.	<u>Keeping more than 2 dogs</u> Enforce Council By laws for keeping more than two dogs to ensure all owners are approved and compliant with the requirements of the by law	67 applications to keep more than the prescribed number of dogs
	<u>Lost Dogs</u> Record and capture information relating to reports of lost and found dogs in order to reunite dogs with their owners	272 reports pf lost and found dogs
	<u>Cat Enquiries and Activities</u> Undertake any relevant activity related to Cat control including nuisance complaints and trapping	62 cat trapping or nuisance enquiries
Dog Attack Reduction Programs Prevent and reduce the incidents of dog attacks within the City of Salisbury through the implementation of suitable programs and education campaigns.	<u>Dog Leashing</u> Enforce the relevant sections of the Dog and Cat Management Act and Leashing By Law to prevent attacks, educate or take appropriate further action for offences	39 reports relating to dog leashing
	<u>Guard Dogs</u> Maintain an up to date register of guard dogs in the City of Salisbury and enforce the relevant sections of the Dog and Cat Management Act to prevent attacks, and educate or take appropriate further action for offences	18 guard dog licenses and 1 complaint relating to guard dogs
Dog Registration Assessments Improve the rate of registered dogs in the City.	Conduct an annual registration assessment, and enforce the relevant sections of the Dog and Cat Management Act to ensure owners register their dogs, and educate or take appropriate further action for offences. And Undertake additional Duties as per Action Plan annexed to the Business Plan	8664 premises assessed for unregistered dogs. <ul style="list-style-type: none"> 1619 unregistered dogs identified
Enforcement Enforcement action taken under the Dog and Cat Management Act	Expiations associated with investigations and complaints under the Dog and Cat Management Act	2774 expiations issued

PARKING and TRAFFIC ACTIVITIES		
ACTION	TASK	ACTIVITY 2015/16
<p>School Parking Patrols</p> <p>Ensure that community members are complying with applicable parking and road rules legislation so as to enhance and protect the safety of pedestrians, and minimize traffic congestions in and around school zones.</p>	Undertake regular school zone parking patrols and take appropriate action under the provisions of the Australian Road Rules, to reduce and prevent future offences and educate or take appropriate further action for offences.	249 patrols completed
<p>General Parking Patrols</p> <p>Ensure that community members are complying with applicable parking and road rules legislation so as to enhance and protect the safety of pedestrians, minimize traffic congestions and ensure adequate and equitable car parking is available for customers.</p>	Undertake regular parking patrols and take appropriate action under the provisions of the Australian Road Rules, to reduce and prevent future offences and educate or take appropriate further action for offences.	363 patrols completed
<p>Abandoned Vehicles</p> <p>Improve the safety and amenity of the City of Salisbury through the reduction of abandoned vehicles incidents</p>	Investigate all reported abandoned vehicles and take appropriate action under the provisions of the Local Government Act 1999, to have the vehicle removed, returned to the owners, or sold, and educate or prosecute offenders.	634 reports of abandoned vehicles completed and 41 vehicles towed
<p>Other General Inspection Activities</p> <p>Provide other relevant services to customers in the area of general inspection services.</p>	<p><u>Parking Complaints</u></p> <p>Investigate request regarding parking complaints and take appropriate action under the provisions of the Australian Road Rules, to reduce and prevent future offences and educate or take appropriate further action for offences</p>	970 customer requests investigated
	<p><u>Private Parking</u></p> <p>Administer the Private Parking Act and issue agreements and authority as required with property owners in the City of Salisbury</p>	No activities – only 1 agreement
<p>Parking Enforcement</p> <p>Administer the Australian Road Rules and Parking legislation</p>	Expiations associated with routine patrols and random patrols throughout the city	4275 expiations issued

GENERAL ACTIVITIES		
<p>Burning Policy</p> <p>Enhance and protect the environment through the enforcement of the Environment Protection (Burning) Policy.</p>	Investigate all reported burning complaints and take appropriate action under the provisions of the Environment Protection Act, to resolve the complaint and prevent its recurrence, and educate or take appropriate further action for offences.	80 reports of illegal burning investigated

<p>Local Government Act and By-Law Enforcements</p> <p>Improve the safety and amenity of the area through the effective enforcement of the relevant sections of the Local Government Act and By-Laws applicable to the General Inspectorate Section.</p>	<p><u>Footpath Trading Permits</u></p> <p>Administer the relevant provisions of the Local Government Act and By-laws applicable to footpath trading permits, and ensure all traders are licensed and take appropriate action to resolve any breach and prevent its recurrence, and educate or take appropriate further action for offences</p>	<p>21 footpath trading permits processed and issued</p> <p>50 hoarding permits</p>
	<p><u>Moveable Signs</u></p> <p>Administer the relevant provisions of the Local Government Act and By-laws applicable to moveable signs, and take appropriate action to resolve any breach and prevent its recurrence, and educate or take appropriate further action for offences</p>	<p>43 customer requests investigated</p>
	<p><u>Other Animal/Bird Nuisance</u></p> <p>Administer the relevant provisions of the Local Government Act and By-laws applicable to other animal and bird nuisances, and take appropriate action to resolve any breach and prevent its recurrence, and educate or take appropriate further action for offences</p>	<p>127 customer requests investigated</p>
	<p><u>Littering and Pollution</u></p> <p>Administer the relevant provisions of the Local Government Act and By-laws applicable to littering and pollution, and take appropriate action to resolve any breach and prevent its recurrence, and educate or take appropriate further action for offences.</p>	<p>249 customer requests investigated</p>

Interdependencies

The review of the Inspectorate Services Division will have some identified interdependencies that will require consideration and the Consultant will be expected to engage with the relevant divisions who have or are about to undertake reviews and ensure that any concerns and possible synergies are able to be addressed from these areas. Some of these identified areas include:

- Dog Pound – the dog pound is located on the Research Road adjacent to the Transfer station and is maintained by City Infrastructure. Any changes to the use of the site can affect pound services. It is important that consideration be given to the review that was undertaken for the Research Road Transfer station and adjoining site as part of the pound services review.
- Footpath trading and Hoarding – the Division currently approves footpath trading and hoarding applications that relate to use of public land. Currently the Property and Building Division are consulted as they also issue authorisations for activities that result in permanent fixtures. Property and Building Division are in the process of a Program review and consideration should be given to this review in relation to activities related to permits and authorisations.
- Parks and Landscape – the administration of the Fire and Emergency Services Act in relation to Inflammable undergrowth is currently delivered by Parks & Landscape Division. This area

has been subject to a Program review and consideration should be given to the findings and the program relating to Inflammable undergrowth and synergies with the Inspectorate area.

- Fines Enforcement and Recovery Unit (FERU) – the FERU is responsible for enforcing unpaid fines and collecting outstanding income for Council. The actions and effort undertaken by the Unit and their fees have a direct impact on Council revenue and expenditure, and consideration needs to be given to the relationships and decisions made by FERU as part of the review, including opportunities to improve data collection that enables improved enforcement.
- Economic Development and Urban Policy – Council has requested that staff undertake a review of Council policies and interactions with businesses to ensure that, wherever possible, Council policies and practices stimulate and support local business growth, employment creation and the attraction of new businesses to the local area. This review is currently underway and may result in recommendations to change certain policy settings and the level of fees and charges levied on business operators. This is consistent with the critical action in City Plan 2030 to “further our reputation as a business friendly Council by reforming our processes and how we work with business in the City.”

Emerging Issues

The review will also need to give consideration to emerging issues, some of these identified areas include:

Dog and Cat Management Act amendments - the amendments to the Dog and Cat Management Act will see a number of administrative changes relating to authorized officer’s powers, penalties and expiations, compulsory desexing and microchipping of dogs and cats, breeder registration and registration classes and rebate class changes. These administrative changes will require changes to operating procedures and training of key staff to understand the impact and new powers. Fees and expiation increases will require community education and review of operating procedures and enforcement policy action, and Microchipping and desexing will also require significant community education and staff training.

Dogs and Cats Online (DACO) – the Dog and Cat Management Board after consultation through the LGA is investigating the development of DACO. The system will provide a central register of dogs and cats and enable payments to be made online and to one authority. The development of DACO may require increased contributions from Councils to fund the development and implementation. The review will need to consider the impact of DACO and effect on registration fees, resources and customer service.

Pound Services – the AWL is an option for the delivery of pound services and an investigation will be required into the feasibility of utilising this service and the impact on customer service as well as costs.

Cat Controls – with the pending implementation of the new Act additional controls required under by-laws for cats will need to be considered and this will involve extensive community consultation.

Alternate Parking Technology – to further enhance and improve efficiencies in parking enforcement alternate parking strategies such as pay and display or sensor technology will need to be considered.

Local Nuisance and Litter Control Act – The Local Nuisance and Litter Control Act will be enacted and on 1 February 2017 for litter control provisions and 1 July 2017 for nuisance provisions. The enforcement of this Act will have involvement by General Inspectorate, Environmental Health and

Development Planning. Most nuisance types are currently addressed by Council, however the new area is noise nuisance and the impact of this is unknown may have resource implications for Council. Additional training will need to be undertaken and operational procedures will need to be developed for the Act and regulations.

Litter Control Project – in light of growing littering and illegal dumping Council is investigating the implementation of a litter control project officer to address the illegal dumping and try to reduce the costs associated with clean up and removal of this material.

Civil works compliance – City Infrastructure is investigating a civil works and compliance role to address the civil works that result in infrastructure damage or not being reinstated as per specification, and illegal works. The role may have some interdependencies with enforcement role provided by Inspectorate Services.

ITEM	PRSC2
	PROGRAM REVIEW SUB COMMITTEE
DATE	14 November 2016
HEADING	Program Review Update
AUTHOR	Charles Mansueto, General Manager Business Excellence, Business Excellence
CITY PLAN LINKS	4.3 To deliver sustainable, creative and innovative solutions that enable excellent operations and service delivery 4.5 To apply business and resource management that enables excellent service delivery and financial sustainability 4.6 To provide our customers with excellent service that meets their needs
SUMMARY	This report provides the Program Review Sub Committee with an update on progress with program reviews.

RECOMMENDATION

1. That the Program Review Update report be noted.

ATTACHMENTS

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

1. Program Review Schedule - November 2016

1. BACKGROUND

- 1.1 The City of Salisbury is currently progressing through a planned approach to ensuring its services are delivered in the most efficient and effective manner that also aligns the service delivery with its community's needs.
- 1.2 In 2012 Council endorsed the Business Improvement Framework (refer diagram below) as the structure for oversight of the ongoing program review.



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

1.4 The attached Program Review Schedule lists the status of all the reviews.

2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 Executive Group

3. OVERALL PROGRESS

3.1 The program review schedule includes 32 individual reviews. Of these 20 (62.5%) are completed and/or being implemented. A further 7 (21.9%) are in progress and 5 (15.6%) are yet to start, noting that one of these, Inspectorate Services is included on this agenda.

3.2 The program review is scheduled to be completed by June 2017 with various timeframes for implementation of the review outcomes depending on the complexity of each area.

3.3 To support the ongoing delivery of improvement across the organisation a Continuous Improvement Specialist was recruited to continue the focus of identifying improved service delivery. A key focus of the role is to embed continuous improvement approach across the organisation.

4. STATUS OF REVIEWS IN PROGRESS

4.1 Technical Services

4.1.1 A draft report has been completed by the consultants and will be presented to the PRSC in February 2017 – an interim update will be provided in December 2016.

4.2 Project Services (Capital Works)

4.2.1 A draft report has been completed by the consultants and will be presented to the PRSC in February 2017 – an interim update will be provided in December 2016.

4.3 Business Support / Fleet / Store

4.3.1 As previously reported to PRSC, this review was amended to focus on fleet operations rather than the broader division. This was in recognition of the major project (Asset Management Improvement Project) that will focus on improving how we manage the capture of asset information through the use of technology and improved business processes.

4.3.2 As this project is likely to impact on the Business Support function it was agreed to defer until that project had been completed.

4.3.3 The Fleet consultancy has been awarded with expected completion in March 2017.

4.4 Property & Buildings / Security

4.4.1 The consultant has recently been engaged to commence this review.

4.4.2 Expected completion of review in March 2017.

4.5 Economic Development / Urban Policy

4.5.1 This review is predominately being conducted with internal resources.

4.5.2 The PRSC received an update on the review at its October 2016 meeting.

4.5.3 Expected completion in December 2016.

4.6 Financial Services

4.6.1 This review is still in the process of finalising the appointment of the successful consultancy.

4.6.2 It is anticipated that this process would be finalised during November which will delay the review by approximately one month to April 2017.

5. CHANGE TO SCHEDULE

5.1.1 The review into the Planning & Vitality division within Community Development has been moved to the first half of 2017 to allow new senior management to participate in the review.

6. OUTCOMES OF PROGRAM REVIEWS

6.1 The program review initiative provides Council with the opportunity to assess policy and service levels to meet changing community needs. It also provides the opportunity for consideration of alternate service delivery models should it be identified as a preferred option.

6.2 Overall the program reviews provide service level improvements, a more efficient and responsive organisation, and expenditure savings that provide the capacity for Council to enhance its financial sustainability to meet future community demands.

- 6.3 Since its commencement approximately \$1.5m in ongoing savings has been identified through the program review initiative. Various other improvements in service delivery and enhanced outcomes have also been achieved through the Program Review initiative.

CO-ORDINATION

Officer:

Date:

PROGRAM REVIEW SCHEDULE

Function	Stage	Status/Timeframe
Organisational Restructure Stage 1 (2011)	1	Completed
Organisational Restructure Stage 2 (2012)	1	Completed
Project Asset Management & Maintenance Review (PAMMR)	1	Completed
Recreation Centres	1	Completed
Cemetery	1	Completed
Library	1	Completed
Marketing & Communication	1	Completed
Cultural Program	1	Completed
Nursery	1	Completed
Dogs Wandering at Large (res. 1696 May 2013)	1	Completed
Twelve25	1	Completed
People & Culture	2	Completed
Parks & Landscape	2	Implementation
Civil (inc. Capital Works Team)	2	Implementation
Development Assessment	2	Implementation
Information Services	2	Implementation
Community Centres Governance Review	2	Completed
Technical Services	3	In progress
Capital Works (City Infrastructure)	3	In progress
Waste Transfer Station	3	Implementation
Procurement	3	Implementation
Business Support / Fleet /Store (City Infrastructure)	4	In progress
Property & Buildings / Security	4	In progress
Environmental Health	4	Implementation
Community – Planning & Vitality	5	To be moved to Feb 2017 – May 2017
Urban Policy	5	In progress
Financial Services	5	In progress
Economic Development	5	In progress
Strategic Property	6	Feb 2017 – May 2017
Inspectorate	6	Project Brief to PRSC
Community – Health & Wellbeing	6	Feb 2017 – May 2017
Governance / CEO Office	6	Feb 2017 – May 2017