

Reference: AF15/366

24<sup>th</sup> October, 2016

## MEMBERS

**NOTICE** is hereby given that the Strategic Planning Sub-Committee meeting will meet in the following Meeting Room on the day, date and time as follows:

**Strategic Planning Sub-Committee**  
(Committee Room - Level 4):

Friday 28<sup>th</sup> October, 2016 at 12.00 p.m.

An agenda for the meeting is enclosed herewith.



**Mark McSHANE**  
CHIEF EXECUTIVE OFFICER

## STRATEGIC PLANNING SUB-COMMITTEE

Meeting to be held in the Committee Room, Level 4, Civic Centre  
on Friday 28<sup>th</sup> October, 2016 at 12.00p.m.

### AGENDA

PRESENT: Cr F Morello (Presiding Member)  
Mayor A Lee, Cr M Lovett, Cr S Perryman and Cr P Richardson

APOLOGIES:

COUNCIL OFFICERS: Chief Executive Officer, Mark McShane  
Manager Business and Strategic Planning, Tracy Tzioutziouklaris

COUNCIL MEMBERS  
AS OBSERVERS:

**WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR INDIGENOUS PEOPLES HAVE WITH THIS LAND.**

MINUTES: moved that the Minutes of the previous meeting held on Wednesday 21<sup>st</sup> September, 2016 be taken as read and confirmed.

seconded

QUESTIONS:

(a) With Notice - nil submitted

(b) Without Notice -

1. **BEST PEOPLE BEST COMMUNITY - Community Plan - Service Review, Strategic Planning Sub-Committee Report No. 6/2016 - Ref. AF16/185**

moved it be recommended Strategic Planning Sub-Committee Report No. 6/2016 be received and the contents noted.

seconded

2. **BEST PEOPLE BEST COMMUNITY - Community Plan - Organisation Structure - Strategic Planning Sub-Committee Report No. 7/2017 - Ref. AF16/185**

moved it be recommended Strategic Planning Sub-Committee Report No. 7/2016 be received and the contents noted.

seconded

3. **STRATEGIC PLANNING SUB-COMMITTEE - Scheduled Meeting Dates - Ref. AF15/266**

The Manager Business and Strategic Planning reported:

(a) The next meeting of the Strategic Planning Sub-Committee has been scheduled for:

Strategic Planning Sub-Committee Agenda, Friday, 28<sup>th</sup> October, 2016 cont'd...

Friday 25<sup>th</sup> November, 2016 commencing at 12.00 p.m. (midday)

- (b) Other important scheduled Member meetings are:

Tuesday 6<sup>th</sup> December, 2016 Special Meeting of Council

moved it be recommended:

- (a) The report be received and the up coming important Member meeting dates be noted.

seconded

**MOTIONS WITH NOTICE** - Nil

**MOTIONS WITHOUT NOTICE**

The meeting closed at \_\_\_\_\_ p.m.  
TT

## STRATEGIC PLANNING SUB-COMMITTEE

Minutes of the Meeting held in the Committee Room, Level 4, Civic Centre  
on Wednesday 21<sup>st</sup> September, 2016 at 12.00 p.m.

PRESENT: Cr F Morello (Presiding Member)  
Mayor A Lee and Cr P Richardson

APOLOGIES: Mayor Lee moved that the apologies from Cr M Lovett and Cr S Perryman be received

Cr Richardson seconded Carried

COUNCIL OFFICERS: Chief Executive Officer, Mark McShane  
Manager Business and Strategic Planning, Tracy Tzioutziouklaris

COUNCIL MEMBERS  
AS OBSERVERS: Nil

**WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR INDIGENOUS PEOPLES HAVE WITH THIS LAND.**

MINUTES: Cr Morello moved that the Minutes of the previous meeting held on Friday 19<sup>th</sup> August, 2016 be taken as read and confirmed.

Cr Richardson seconded. Carried

### QUESTIONS:

(a) With Notice - nil submitted

(b) Without Notice – nil

#### **1. BEST PEOPLE BEST COMMUNITY – Service Review – Draft Service Register, Ref. AF16/185**

The Manager Business and Strategic Planning Reported:

- (a) Stage 1 of Best People Best Community has involved the development of a Draft Service Register. The Service Register when completed will provide a record of all services provided by Council. The Service Register will provide an understanding and identification of all services provided by Council.
- (b) A Draft Service Register has been developed in a basic format. It is likely that the format of the Service Register will change at the completion of the Service Review process.

**Cr Morello moved it be recommended that the report and the Draft Service Register be received and provided to all Council Members and staff for information and perusal.**

**Cr Richardson seconded Carried**

**2. BEST PEOPLE BEST COMMUNITY – Service Review – update – Ref. AF16/185**

The Manager Business and Strategic Planning reported:

- (a) Members were provided with comprehensive information regarding the Best People Best Community project in Strategic Planning Sub-Committee Report No. 5/2016 and at a Member's Workshop held on Monday 5<sup>th</sup> September, 2016.
- (b) Council staff have commenced the SWOT analysis on the services identified, with the Swot Analysis processes being supported and guided by the Manager People Safety and Culture.
- (c) At the conclusion of the SWOT analysis, the functional alignment of all services with the Community Plan will occur guiding the structural review of the organisation.
- (d) The timeframe for this process has been brought forward to early November to allow for reporting and information to be provided to Members and all staff in December, 2016.
- (e) Best People Best Community has been embraced by employees that are actively involved in the identification of services and the SWOT analysis process. Feedback and involvement in discussions has been significant with active participation. Regular communication has remained a key feature of Best People Best Community with:
  - (i) Weekly meetings held with the Steering Group
  - (ii) Standing Items for discussion on the Executive Team and Senior Management Team meetings and all staff meetings
  - (iii) Regular notices and communication posted on the Intranet for all staff
  - (iv) One-on-one meetings with staff if requested or identified as being required.

**Cr Morello moved it be recommended the report be received and the contents noted.**

**Mayor Lee seconded**

**Carried**

**3. STRATEGIC PLANNING SUB COMMITTEE – Next Meeting, Ref. AF15/266**

The Manager Business and Strategic Planning reported:

- (a) The next meeting of the Strategic Planning Sub-Committee has been scheduled for:

Friday 28<sup>th</sup> October, 2016 commencing at 12.00 p.m. (midday)
- (b) Future dates in November and December 2016 are yet to be confirmed.

**Cr Morello moved it be recommended:**

- (a) **The report be received and the next meeting of the Strategic Planning Sub-Committee be noted.**

**Cr Richardson seconded**

**Carried**

Strategic Planning Sub-Committee Minutes, Wednesday 21<sup>st</sup> September, 2016 cont'd...

**MOTIONS WITH NOTICE** - Nil

**MOTIONS WITHOUT NOTICE** - Nil

The meeting closed at 12.45 p.m.  
TT/FM

CONFIRMED THIS                      DAY OF                      2016.

.....  
PRESIDING MEMBER

## **STRATEGIC PLANNING SUB COMMITTEE REPORT NO 6/2016**

**SUBJECT: COMMUNITY PLAN – BEST PEOPLE BEST COMMUNITY – SERVICE REVIEW**

**REF: AF16/185**

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### **INTRODUCTION**

Best People Best Community is a focus on the delivery of the Community Plan through a review of all services to identify Council's strengths, weaknesses and to deliver services efficiently and effectively.

As previously outlined, the project work flow for Best People Best Community involves eight steps as follows:

- Step 1: Data Collection
- Step 2: Development of the Service Register
- Step 3: SWOT Analysis
- Step 4: Service and Strategic (Functional) Alignment
- Step 5: Review of Organisation Structure
- Step 6: Development of Action Plans
- Step 7: Performance Development and Accomplishment Records
- Step 8: Development Centres

Steps 1, 2, 3 have been completed and work is advancing on the completion of Step 4, which provides the foundation for Step 5.

### **DISCUSSION**

#### **Step 1 and 2**

Steps 1 and 2 involving data collection and the development of a draft Service Register have been completed. The draft Service Register identified a total of 259 services provided by the City of Mount Gambier has previously been provided to Members. It is important to highlight that the Service Register will evolve as the Best People Best Community process continues.

Upon completion of the draft Service Register work began on Steps 3 and 4.

#### **Step 3 and 4**

These steps involved a Service Review, SWOT Analysis and Functional Alignment of all of the services identified in the Service Register.

This process assessed services on two levels:

1. The level of alignment with the strategic goals as contained within the Community Plan and Council core business; and
2. Options per alternative service delivery.

It was also intended to identify whether:

- To continue with the level of a service;
- To identify alternative Service Delivery Models;
- To decrease the level of service;

Strategic Planning Sub-Committee Report No. 6/2016 cont'd...

- To provide no service; or
- To increase the level of a service.

The second element investigated how well a service meets intended performance outcomes and identifies:

- Maintain performance;
- Continuous Improvement;
- Value and efficiency; and
- Delivery Review.

These steps have involved a comprehensive engagement process with all employees having input and involvement in workshop style discussions. The workshops have been facilitated by departmental Managers in consultation with Executive Management and have been strongly supported by Council's Manager People, Culture and Safety.

Information regarding Best People Best Community has also been regularly distributed through Council's Intranet and updates provided at staff meetings with opportunities to discuss any concerns or to ask questions.

A significant outcome achieved from this process is the development of a Schedule of Review for all of the identified services that Council provides. It is anticipated that the review of some identified services will commence in 2017, with a forward plan being developed outlining the review process of services for the next several years.

The schedule of Review for Council services will be provided to Members upon its completion.

The Service Review, SWOT Analysis and Functional Alignment templates provided an opportunity for employees to reflect on and consider work undertaken, how work contributes to the delivery of a service and to identify continuous improvement opportunities whilst also identifying impediments to the delivery of a service.

Some examples of completed Service Review, SWOT Analysis and Functional Alignment templates are attached to this report for Member's information and perusal.

## **CONCLUSION**

Best People Best Community has been developed to focus on the efficient and effectiveness of services delivered by Council for the community and ensuring we have the capacity, skills and culture to continually adjust and refine our service delivery to meet changing demands. It will assist in the development of an understanding throughout Council of the resourcing implications of the Community Plan. It is about targeting improvements to Council's service delivery and aligning efforts towards achieving the aspirations of the Community Plan.

The templates prepared by Steps 3 and 4 will form the base information for the development of a Service Schedule of Review and a 5 year forward service review plan.

This process would not have produced the outcomes achieved to date without the involvement of employees and their willingness to embrace, engage in this process and apply their competencies and knowledge of their work practice.



Strategic Planning Sub-Committee Report No. 6/2016 cont'd...

**RECOMMENDATION**

- (a) Strategic Planning Sub-Committee Report no 6/2016 be received and the contents noted.



**Tracy TZIOUTZIOUKLARIS**  
MANAGER BUSINESS AND STRATEGIC PLANNING

sighted:



**Mark McSHANE**  
CHIEF EXECUTIVE OFFICER

17<sup>th</sup> October, 2016  
TT/FM

Attachments: Example Service Review, SWOT Analysis & Functional Alignment Sheets

1. Caroline Landfill
2. Treasury Management
3. Planning Strategies and Policies
4. Public Toilet Maintenance
5. Facility Management

SERVICE REVIEW, SWOT ANALYSIS & FUNCTIONAL ALIGNMENT SHEET

Notes: 1. Only type text in green boxes. 2. select from drop down list in blue boxes

SERVICE

Caroline Landfill

ASSESSMENT TEAM

Daryl Sexton, Alan Hollway, Gary Mulraney, Daryl Lehman, Graeme Anderson, Darren Spencer  
  
Adrian Sutton, Peter Brown, Graeme Gosden, Sinaway Georgiou

DEPARTMENT

Waste Management

DIVISION

Operational Services - Works

1. COMMUNITY PLAN ALIGNMENT

Our Location

A perfectly centered place where people aspire to live, work, visit and invest

2. SWOT ANALYSIS

Strengths	Opportunities
plenty of space for long-term use and or expansion, well engineered, modern	further waste receipt possible by actively promoting the landfill to a wider region (ie Victoria)
good site - reasonably remote	carbon neutrality initiatives
Well resourced with equipment and plant.	more and improved education for external customers. Increased enforcement if required.
Council has the regional Monopoly in this area of service.	
Threats	Weaknesses
Environmental standards change (eg EPA, Carbon Tax)	large GHG producer. Lack of control over inappropriate waste from external customers.
Weather and Climate change (increased leachate production).	threat to environment (eg groundwater contamination). Clay liner failure (design, construction or nature), making this facility a high risk operation to Council. groundwater pollution evident prior to site occupation  access road (within DC Grant) needs upgrading to sealed road standard

3. SWOT RESULTS SUMMARY

Context Statement	Summary Statement
The Caroline Landfill is an integral feature of the main services provided by Council. It is a service conducted in the context of being strategically aligned to the Community plan with our location. It is a prominent location with great public scrutiny and provides an essential service to the community. The service is well conducted well resourced and with quality staff, equipment and machinery, but still requires expert management and careful planning.	Moving forward in conducting the service, we need to be sensitive to future threats including EPA changes, a possible carbon tax and climate change. As the community grows and the population builds, combined with climate change, creates potential volatility in terms of environmental standards. For continual improvement to be made we need to take into account the threat to the environment including ground water contamination. The possible failure of the clay liner exposes the site to future risk and the sensitivities of these issues require expert management perhaps as a specialist. Furthermore there exists opportunities to maximise revenue as being the only landfill in the region with further waste receipts possible.

4. SERVICE ALIGNMENT ASSESSMENT

	Alignment area	Rating	Description
1	Strategic relevance of service (community plan)	Very High	Direct reference in Community Plan or forms part of Council resolution
2	Strategic relevance of service (other)	Very High	Direct reference in a major external strategy, plan or policy
3	Level of community expectation	Very High	Expectation that the service is standard practice for local government and can be demonstrated as normal practice in other Councils providing a comparable service
4	Social impact and the level of community need	Very High	Service delivers an essential community need that is critical for widespread community wellbeing
5	Level of community use	Very High	Significant number of residents currently utilise this service per annum
6	Level of overlap with other local providers	Very Low	No other providers exist locally
	Level of Alignment	Priority 4	Services with a higher level of strategic alignment and lower level of overlap with other providers should continue to be delivered

5. SERVICE DELIVERY ASSESSMENT

	Alignment area	Rating	Description
1	Service performance	High	Service levels and/or agreed targets are in place and are being met on a consistent basis
2	People skills and experience	Very High	Service is currently resourced adequately (FTE) and budget with experienced resources that have expert knowledge and skills
3	Systems infrastructure	Very High	The current systems and infrastructure are the most appropriate to deliver our services ("best of breed") and are reliable and cost effective
4	Service efficiency	Very High	The service is performed in the best possible manner with the least waste of time and effort representing best value
5	Service effectiveness	Very High	The service always meets its objective, exceeding the intended or expected result for the community
6	Level of potential financial return	Medium	Improvements to the service could result in a reasonable return on Council investment
7	Level of potential other return	Medium	Improvements to service could result in a reasonable return (i.e. improved level of service, removing risk, improved customer outcomes etc.)
	Level of Alignment	Priority 4	Services that are delivered with a high level of competency with little opportunity for improvement are not candidates for review but could be commercialised

6. SERVICE DELIVERY ASSESSMENT

Fill out relevant Functional Alignment Sheet (separate document) for this Service

## SERVICE REVIEW, SWOT ANALYSIS & FUNCTIONAL ALIGNMENT SHEET

Notes: 1. Only type text in green boxes. 2. select from drop down list in blue boxes

### SERVICE

Treasury Management

### ASSESSMENT TEAM

Gary Button, Kylie Harradine, Leanne Little, Mardi Chuck, Racheal Tilley  
Grant Humphries & Alan Hollway

### DEPARTMENT

Finance

### DIVISION

Corporate Services

### 1. COMMUNITY PLAN ALIGNMENT

Our Diverse Economy

A diversified, innovative and resilient economy that generates jobs and services

### 2. SWOT ANALYSIS

Strengths	Opportunities
<ul style="list-style-type: none"> <li>- Maximise interest revenue; financial benefits to Council</li> <li>- Minimise interest payable; financial benefits to Council</li> <li>- Daily knowledge of cashflow position</li> <li>- Cashflow management; meeting payment terms</li> <li>- Efficiency of staff; knowledgeable, experienced, reliable, skilled, diligent and stable</li> <li>- Team dynamic, job sharing, leave coverage, no reliance on any one individual</li> <li>- Separation of duties and internal control adherence</li> <li>- Internal controls; mandatory and software restricted</li> <li>- Financial access: restricted and dual authorisations required</li> <li>- Annual savings are in the vicinity of \$200k</li> </ul>	<ul style="list-style-type: none"> <li>- Increases in EFT payment for rates due to EFT details on invoices</li> <li>- Implement Bpay for Debtor accounts; more automated process</li> <li>- Implement strategy to reduce payments made by EFT; promote web, bpay, contact customers who use EFT for rates or return funds</li> <li>- Daily Cash flow management between Investments and bank account; optimise interest revenue</li> <li>- Review internal controls regarding LGFA investment transfers to make daily transfers an easier process</li> </ul>
Threats	Weaknesses
<ul style="list-style-type: none"> <li>- Cash flow; reduced inflow; affects ability to make payments; increases cashflow management of and workload of creditors</li> <li>- Reduced government funding</li> <li>- Changes to internal controls or legislations</li> <li>- Further increases in EFT payments due to bank account details on invoices</li> </ul>	<ul style="list-style-type: none"> <li>- Daily bank reconciliation must be completed; audit requirement</li> <li>- More payments processed by EFT; takes longer to identify and process</li> <li>- Teething issues with new Bpoint; harder and more time consuming to reconcile</li> <li>- Authority upgrade; changed back office receipting and reporting - now not as efficient</li> <li>- LGFA investment transfers; timely to process and source signatures</li> </ul>

### 3. SWOT RESULTS SUMMARY

Context Statement	Summary Statement
<p>Treasury management is primarily an internal service of Council where cashflow is managed to ensure Council can meet its financial obligations and maximise its return on funds. Treasury management refers to the way in which borrowings are raised and cash and investments are managed. In addition to changes in the level of borrowings and changes in interest rates, Council's treasury management practice has a significant effect on our net interest costs.</p>	<p>Net interest costs have decreased significantly (\$200k) over the past few years. Internal controls restrict the ability to transfer directly between the bank account and investment accounts. There is an opportunity to review these internal controls to simplify this process, while also achieving the objective of these controls. It is recommended that we continue with our current Treasury Management practices with future decisions to be reflected in our Infrastructure &amp; Assets Plan, Long Term Financial Plan and Annual Budget processes as per legislative guidelines.</p>

### 4. SERVICE ALIGNMENT ASSESSMENT

	Alignment area	Rating	Description
1	Strategic relevance of service (community plan)	High	Indirect reference in Community Plan and/or direct reference in other major Council strategy, policy or plan
2	Strategic relevance of service (other)	High	Indirect reference in major external strategy, plan or policy
3	Level of community expectation	High	Expectation that the service is usual practice for local government and can be demonstrated as normal practice in other Councils providing a comparable service
4	Social impact and the level of community need	Medium	Service delivers a non-essential community need that is however beneficial to community wellbeing
5	Level of community use	Very Low	Service not currently utilised
6	Level of overlap with other local providers	Very Low	No other providers exist locally
	Level of Alignment	<b>Priority 4</b>	Services with a higher level of strategic alignment and lower level of overlap with other providers should continue to be delivered

### 5. SERVICE DELIVERY ASSESSMENT

	Alignment area	Rating	Description
1	Service performance	High	Service levels and/or agreed targets are in place and are being met on a consistent basis
2	People skills and experience	High	Service is currently resourced adequately (FTE) with resources that have relevant knowledge and skills
3	Systems infrastructure	High	The current systems and infrastructure are generally appropriate to deliver our services and are generally reliable and cost effective
4	Service efficiency	High	The service is performed well with minimal waste of time and effort and minimal variation, errors, backlog or delays
5	Service effectiveness	High	The service always meets its objective, producing the intended or expected result for the community
6	Level of potential financial return	Low	Improvements to the service could result in minimal return on Council investment
7	Level of potential other return	Low	Improvements to service could result in minimal return (i.e. improved level of service, removing risk, improved customer outcomes etc.)
	Level of Alignment	<b>Priority 4</b>	Services that are delivered with a high level of competency with little opportunity for improvement are not candidates for review but could be commercialised

### 6. SERVICE DELIVERY ASSESSMENT

Fill out relevant Functional Alignment Sheet (separate document) for this Service



## SERVICE REVIEW, SWOT ANALYSIS & FUNCTIONAL ALIGNMENT SHEET

Notes: 1. Only type text in green boxes. 2. select from drop down list in blue boxes

### SERVICE

Planning Strategies and Policies (Section 30 Review and Development Plan Amendments)

### ASSESSMENT TEAM

Tracy Tzioutziouklaris, Michael McCarthy, Simon Wiseman, Mark McShane

### DEPARTMENT

Strategic & Corporate Planning

### DIVISION

Office of the CEO

### 1. COMMUNITY PLAN ALIGNMENT

Our Diverse Economy

A diversified, innovative and resilient economy that generates jobs and services

### 2. SWOT ANALYSIS

Strengths	Opportunities
Guides property owners and other as to what can and cannot be done in the future on any piece of land.	Provides opportunities for the community to be involved in the future development of the City.
Provides the basis against which Development Applications are assessed.	Provides direction and guides the future development of the City.
SA Planning Policy Library prepared by the State Government provides leading practice policy.	Involves the input from many other organisations.
Provides a mechanism for Council to regularly review the policies within the Development Plan to ensure it remains relevant.	Changes to State Government Legislation
Requires Council to regularly review the Development Plan to determine how the Planning Strategy can be implemented.	New Planning System being introduced by the State Government to improve consistency throughout the State.
Threats	Weaknesses
Changes to State Government Legislation.	A complex process which take a lot of time to complete.
Conflict of Interest of Council in the preparation of.	Can be an expensive process.
Is a process required by the Development Act 1993.	The process can be influenced by external parties.
Need professional qualification and recognition to be able to undertake.	Need to be updated regularly to ensure they reflect the needs of the community, the economy and the environment.
	Is a complex and lengthy legislated process.
	Requires specialised professional experience and expertise and is not a well understood activity by Council Members, other Council Officers and the community.

### 3. SWOT RESULTS SUMMARY

Context Statement	Summary Statement
Section 30 Reviews are required to be undertaken as specified by the Development Act 1993 so as to ensure the Development Plan and associated policies remain relevant and up to date. The preparation of Development Plan Amendments ensure the Development Plan stays relevant and up to date with best practice and changes in society and development trends.	Section 30 Reviews are regulated by the State Government. Very few employees have the relevant experience, expertise and qualifications to undertake this service. The LCLGA previously coordinated a Joint Section 30 Review on behalf of all seven Member Councils. The preparation of Development Plan Amendments is a specialist professional field with what can be a complex and lengthy legislated process. It is not readily understood by those not working within the system. It is a process that can be externally influenced and is heavily regulated by the State Government. Very few employees have the relevant experience and qualifications to undertake this service.

### 4. SERVICE ALIGNMENT ASSESSMENT

	Alignment area	Rating	Description
1	Strategic relevance of service (community plan)	High	Indirect reference in Community Plan and/or direct reference in other major Council strategy, policy or plan
2	Strategic relevance of service (other)	High	Indirect reference in major external strategy, plan or policy
3	Level of community expectation	High	Expectation that the service is usual practice for local government and can be demonstrated as normal practice in other Councils providing a comparable service
4	Social impact and the level of community need	Very High	Service delivers an essential community need that is critical for widespread community wellbeing
5	Level of community use	Very High	Significant number of residents currently utilise this service per annum
6	Level of overlap with other local providers	Very Low	No other providers exist locally
	Level of Alignment	<b>Priority 4</b>	Services with a higher level of strategic alignment and lower level of overlap with other providers should continue to be delivered

### 5. SERVICE DELIVERY ASSESSMENT

	Alignment area	Rating	Description
1	Service performance	High	Service levels and/or agreed targets are in place and are being met on a consistent basis
2	People skills and experience	Very High	Service is currently resourced adequately (FTE) and budget with experienced resources that have expert knowledge and skills
3	Systems infrastructure	Very High	The current systems and infrastructure are the most appropriate to deliver our services ("best of breed") and are reliable and cost effective
4	Service efficiency	High	The service is performed well with minimal waste of time and effort and minimal variation, errors, backlog or delays
5	Service effectiveness	High	The service always meets its objective, producing the intended or expected result for the community
6	Level of potential financial return	Very Low	Improvements to the service will result in minimal return on Council investment
7	Level of potential other return		#N/A
	Level of Alignment	<b>Priority 4</b>	Services that are delivered with a high level of competency with little opportunity for improvement are not candidates for review but could be commercialised

### 6. SERVICE DELIVERY ASSESSMENT

Fill out relevant Functional Alignment Sheet (separate document) for this Service

SERVICE REVIEW, SWOT ANALYSIS & FUNCTIONAL ALIGNMENT SHEET

Notes: 1. Only type text in green boxes. 2. select from drop down list in blue boxes

SERVICE

Public Toilet Maintenance

ASSESSMENT TEAM

Chris Mustart, Daryl Ferguson, Malcolm Height, Corey Radford

Alan Hollway, Trevor Pettingill

DEPARTMENT

Waste Management

DIVISION

Operational Services - Works

1. COMMUNITY PLAN ALIGNMENT

Our Location

A perfectly centered place where people aspire to live, work, visit and invest

Strengths	Opportunities
Set a high standard of cleaning and maintenance of toilet facilities to reflect community expectations, ensuring continual servicing on a daily basis and efficient maintenance of these amenities. Discreet manner when cleaning toilets with minimal disruption to the general public	New self cleaning toilets, to help demands of tourists in key areas at peak times.  Redesign toilets to reduce maintenance issues and help prevent unruly behaviour.
Local knowledge of all amenities with trained staff who are capable of dealing with emergencies as they occur. Multi-skilled flexibility Specialised resources to deal with all maintenance issues. Work health and safety processes and procedures in place to ensure the safety of employees and community members Public toilets audited annually to ensure cleanliness by Environmental Officer and Assistant Works Manager, results are found to be of a high standard.	Installation of anti drug lights, Urine defective paint, drains for cleaning, provide further information to the public regarding when the toilets were cleaned through a wall mounted recording Alternative service models could be looked at.  Provide sharps refresher training.
Threats	Weaknesses
Contract cleaners may quote more competitively but history and experience shows that they are inadequate in working in such an environment. Emergency clean ups may not be responded to quickly and they lack the flexibility that our workers have. However we should ensure that knowledge transfer is completed internally.	Some toilets are lacking ventilation, location of some toilets may bring unacceptable behaviour, e.g., drug usage, loitering and graffiti.  Natural light lacking in some toilets (redesign)  Water quality is hard on infrastructure, e.g., taps and basins  Not all toilets have sharps containers fitted to facilitate the use of needles in toilets.

Context Statement	Summary Statement
The cleaning of public toilets is a critical service which the community and tourists have high expectations. We work in the context of legislative requirements including WHS public health and we generally meet all expectations with dedicated and flexible employees which contract cleaners cannot provide.	Whilst this service is completed with significant due diligence there never the less exists opportunities to improve through redesigning old toilet blocks which fail to inhibit drug taking or other anti social behaviour in addition there should be a review of all toilet designs to improve ventilation and general quality for both the public and employees. This is essential if there is going to be continual improvement and make the job easier for our employees.

4. SERVICE ALIGNMENT ASSESSMENT

	Alignment area	Rating	Description
1	Strategic relevance of service (community plan)	High	Indirect reference in Community Plan and/or direct reference in other major Council strategy, policy or plan
2	Strategic relevance of service (other)	Very High	Direct reference in a major external strategy, plan or policy
3	Level of community expectation	Very High	Expectation that the service is standard practice for local government and can be demonstrated as normal practice in other Councils providing a comparable service
4	Social impact and the level of community need	Very High	Service delivers an essential community need that is critical for widespread community wellbeing
5	Level of community use	Very High	Significant number of residents currently utilise this service per annum
6	Level of overlap with other local providers	Low	Only a minimal number of providers currently provide a similar/comparable service within our Council area
	Level of Alignment	Priority 4	Services with a higher level of strategic alignment and lower level of overlap with other providers should continue to be delivered

5. SERVICE DELIVERY ASSESSMENT

	Alignment area	Rating	Description
1	Service performance	Very High	Service levels and/or agreed targets are in place and are being exceeded on a consistent basis
2	People skills and experience	High	Service is currently resourced adequately (FTE) with resources that have relevant knowledge and skills
3	Systems infrastructure	High	The current systems and infrastructure are generally appropriate to deliver our services and are generally reliable and cost effective
4	Service efficiency	High	The service is performed well with minimal waste of time and effort and minimal variation, errors, backlog or delays
5	Service effectiveness	High	The service always meets its objective, producing the intended or expected result for the community
6	Level of potential financial return	Low	Improvements to the service could result in minimal return on Council investment
7	Level of potential other return	Medium	Improvements to service could result in a reasonable return (i.e. improved level of service, removing risk, improved customer outcomes etc.)
	Level of Alignment	Priority 3	Services that are already delivered with a high level of competency but have further opportunity for internal improvements should continue to be improved through process / system reviews

6. SERVICE DELIVERY ASSESSMENT

Fill out relevant Functional Alignment Sheet (separate document) for this Service



## SERVICE REVIEW, SWOT ANALYSIS & FUNCTIONAL ALIGNMENT SHEET

Notes: 1. Only type text in green boxes. 2. select from drop down list in blue boxes

### SERVICE

Facility Management

### ASSESSMENT TEAM

Peter Thompson, Gayle Sparrow, Tracey Nisbet, Lynne Dowling

### DEPARTMENT

Executive Support

### DIVISION

Office of the CEO

### 1. COMMUNITY PLAN ALIGNMENT

Our People

A safe, inclusive city where access to quality services and facilities supports a socially connected, vibrant and healthy community

### 2. SWOT ANALYSIS

Strengths	Opportunities
<p>Good time management</p> <p>Regular schedule prepared for checking stock, fixtures, City Hall facilities, Old Town Hall Clock, service and maintenance of water softeners, hot water units, toilets and taps</p> <p>Flexible attitude - regularly called away from routine tasks</p> <p>Pride in delivery of service</p>	<p>A third person as back up would enable regular maintenance tasks to be completed within schedule.</p>
Threats	Weaknesses
<p>Small team - unexpected absenteeism puts pressure on remaining person.</p> <p>Reputational damage.</p>	<p>Due to extra time required to clean additional work areas to expected standard, some routine maintenance tasks can be missed/rescheduled.</p> <p>Tired Staff.</p>

### 3. SWOT RESULTS SUMMARY

Context Statement	Summary Statement
Closely tied to cleaning is the regular maintenance of fixtures, supplies and facilities (toilets, light fittings etc) along with ordering of supplies. Also responsible for ordering of bulk paper supplies for Administration - due to delivery in 1/2 pallet quantity and physical distribution to offices. These tasks are essential to the efficient running of Council facilities.	Tasks associated with facility management are often interrupted or rescheduled due to pressing matters which may occur on a day to day basis. They require a methodical approach and can be the difference between a successful or unsuccessful function - they are not always recognised but are essential tasks. As with cleaning a small team is responsible for the delivery of these duties in our growing/changing organisation and a third person to assist with cleaning would alleviate some of the pressure on the team.

### 4. SERVICE ALIGNMENT ASSESSMENT

	Alignment area	Rating	Description
1	Strategic relevance of service (community plan)	Low	Indirectly referenced as an action within a Council strategy policy or business plan
2	Strategic relevance of service (other)	Low	Indirectly referenced as an action within a current section strategy or business plan
3	Level of community expectation	Very High	Expectation that the service is standard practice for local government and can be demonstrated as normal practice in other Councils providing a comparable service
4	Social impact and the level of community need	Very High	Service delivers an essential community need that is critical for widespread community wellbeing
5	Level of community use	Very High	Significant number of residents currently utilise this service per annum
6	Level of overlap with other local providers	High	Some providers currently provide a similar/comparable service within our Council
	Level of Alignment	Priority 1	Services with a lower level of strategic alignment and higher level of overlap with other providers should be reviewed

### 5. SERVICE DELIVERY ASSESSMENT

	Alignment area	Rating	Description
1	Service performance	Very High	Service levels and/or agreed targets are in place and are being exceeded on a consistent basis
2	People skills and experience	Low	Service is currently not resourced adequately (FTE) however current resources have the necessary knowledge and skills
3	Systems infrastructure	High	The current systems and infrastructure are generally appropriate to deliver our services and are generally reliable and cost effective
4	Service efficiency	Very High	The service is performed in the best possible manner with the least waste of time and effort representing best value
5	Service effectiveness	Very High	The service always meets its objective, exceeding the intended or expected result for the community
6	Level of potential financial return	Medium	Improvements to the service could result in a reasonable return on Council investment
7	Level of potential other return	High	Improvements to service could result in high return (i.e. improved level of service, removing risk, improved customer outcomes etc.)
	Level of Alignment	Priority 3	Services that are already delivered with a high level of competency but have further opportunity for internal improvements should continue to be improved through process /

### 6. SERVICE DELIVERY ASSESSMENT

Fill out relevant Functional Alignment Sheet (separate document) for this Service



## **STRATEGIC PLANNING SUB-COMMITTEE REPORT NO 7/2016**

**SUBJECT: COMMUNITY PLAN – BEST PEOPLE BEST COMMUNITY – ORGANISATION STRUCTURE**

**REF: AF16/185**

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### **INTRODUCTION**

Step 5 of Best People Best Community involves a Review of the Organisational Structure of Council.

Following Steps 1 through to 4 recommendations are developed on the future delivery of a service and consideration will be given to the structure of the organisation to achieve the best delivery of services provided by Council.

The new Community Plan is a significant departure from previous strategic plans and along with other demands on Council, necessitates a structure best able to deliver services into the future. Informed by the reviews and input from senior staff a revised organisational structure will be developed for endorsement by Council in December 2016 and implementation in 2017.

### **DISCUSSION**

Following the completion of Steps 1 to 4 as outlined within the Best People Best Community – Project Work Flow, consideration will be given to the most appropriate organisational structure to deliver the outcomes identified by the Community Plan and the ongoing demands placed on Local Government.

A draft organisational structure will be completed by the end of November 2016 following input by senior staff and final decisions made by the Chief Executive Officer.

Council's Strategic Planning Sub-Committee and Council will be presented with the revised structure towards the end of November, 2016.

Some important scheduled Member meeting dates are:

- Friday 25<sup>th</sup> November, 2016                      Strategic Planning Sub-Committee meeting
- Tuesday 6<sup>th</sup> December, 2016                      Special Meeting of Council

Upon the endorsement of the organisational structure by Council, meetings will occur with Directors, Managers/Supervisors to inform them of the structure. Staff whose roles and reporting lines have altered by the reviewed structure will meet with the Chief Executive Officer and relevant Directors & Supervisors.

There will be a general release of the organisational structure to all staff including a presentation by the Chief Executive Officer and Directors at staff meetings.

The implementation of the new structure will be staged over the first four months in 2017 in line with any required staffing changes. Logistical office accommodation arrangements will occur in due course during 2017.

The Annual Budget 2018/2019 will be reshaped to reflect the Community Plan and the aligned organisational structure.

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With a new organisational structure it is likely that the reporting structure to Council will also be reviewed. Should the structure of the organisation reflect in part or fully, the four goals within the Community Plan, consideration will need to be given to the Standing Committee and Sub-Committee structure of Council to provide an effective reporting process between the Elected Members of Council and the administration. As the new structure will be implemented over several months in early 2017, Members will have adequate time to reflect upon and adjust the decision making structure.

Once this process has been completed action plans for the new business units and individual staff will be developed and further refined to reflect the outcomes of each service that has been aligned to the Community Plan. Performance Manager will be modified to report on the Community Plan outcomes. The Action Plans will be supported by a revised Performance Development Review process with accomplishment records and development centres. These are outlined in Steps 6 – 8 of the Best People Best Community project work flow.

Not only is Best People Best Community a review process investigating the efficient and effective service delivery of the Community Plan, it also provides a strong focus on staff development. It is designed to build staff capacity, be inclusive, build capacity to think innovatively, challenge the status quo and embed a culture of continuous improvement into the future.

## **CONCLUSION**

One key purpose of Best People Best Community is to develop an understanding of the resource implications of the Community Plan. Council's previous proactive consideration of two key resource needs, economic development and tourism have seen these potential resource gaps addressed. Assuming responsibility for the Riddoch Art Gallery has also achieved staffing and delivery capacity in the arts and culture from the Community Plan.

This review focuses on the efficiency and effectiveness of services delivered by Council for the community. The consideration of the organisational structure is about targeting improvement to Council's service delivery and aligning efforts towards achieving the aspirations of the Community Plan. Structure is not fixed and will be continuously recalibrated to meet the effective service delivery and needs of the community.

## **RECOMMENDATION**

- (a) Strategic Planning Sub –Committee Report no 7/2016 be received and the contents noted.



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MANAGER BUSINESS AND STRATEGIC PLANNING

Sighted:



**Mark McSHANE**  
CHIEF EXECUTIVE OFFICER