

14.5 SERVICE REVIEW PROJECT

REPORT AUTHOR: Manager, Chief Executive's Office
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4539
FILE REFERENCE: Not Applicable
ATTACHMENTS: Nil

PURPOSE OF REPORT

The purpose of this report is to advise the Council of the progress of the Service Review Project and to seek endorsement of the proposed reviews which will be conducted in the 2022-2023 financial year.

BACKGROUND

At its meeting held on 4 April 2022, the Council considered a report on the proposed Service Review Project.

Following consideration of the report, the Council resolved to endorse the conduct of the Service Review Project over a three (3) year period, commencing in the 2022-2023 financial year.

As the conduct of the Service Review Project required funding (as some aspects of the functions and services to be reviewed will need to be undertaken by external consultants), the Council noted that a Funding Submission for \$100,000 would be submitted for consideration by the Council as part of the draft 2022-2023 Budget. The allocation of \$100,000 was for the first year of the three (3) year program.

At its meeting held on 4 July 2022, the Council subsequently approved the allocation of \$100,000 as part of the 2022-2023 Budget.

It was also noted by the Council that a report on the scope of the Service Reviews and the suggested and recommended services, programs and processes proposed to be reviewed, would be provided to the Council at its June 2022 meeting.

Unfortunately, given that the 2022-2023 Budget was adopted by the Council at its meeting held on 4 July 2022 and the other priorities, workload and issues, this timeline was not able to be achieved.

Notwithstanding this, the Service Review Project will commence shortly and the first year of the Project is scheduled to be completed by 30 June 2023.

The Service Review Project forms part of the Chief Executive Officer's Key Performance Indicators.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

As part of the 2022-2023 Budget, a "dividend" of \$50,000 was included as a "target" of the savings that could be achieved in the first year of the Service Review Project.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

There are no risks associated with the endorsement of the recommended programs and services which are proposed in this report.

CONSULTATION

- **Elected Members**
The Council previously considered this matter at its meeting held on 4 April 2022.
- **Community**
Not applicable.
- **Staff**
Not applicable.
- **Other Agencies**
Not applicable.

DISCUSSION

As part of the process associated with the Service Review Project, the Council is required to determine (based upon advice and recommendation of staff) the programs, services and processes that will be reviewed.

Following this, the Council's Audit & Risk Committee will have oversight of the Service Review Project, which will include making recommendations to the Council following consideration of any outcomes and recommendations of the respective reviews that are undertaken.

Following consideration of the various programs, services and processes that could be reviewed, it is recommended that the following Service Reviews be undertaken:

1. Review of Depot work practices and processes.

The current staffing arrangements, work practices and processes associated with the Council's Glynde Works Depot, have been in place since 1997. Whilst some changes have occurred, these have ostensibly been minor in nature, with the only significant review being that of the Council's Street & Footpath Sweeping Program, which was undertaken in 2021.

The Council's Depot operations are significant and are an important part of the Council's service provision to the community. Services and programs such as footpath and kerb repairs, road patching, street and footpath sweeping, are important items of interest to our community.

It is important, therefore, to ensure that the Depot operations are efficient and effective and meet the Council's objectives.

2. Corporate Records

In 2020, the Council transitioned to an electronic records management system (ERMS).

This was both an expensive and significant change management program for the organisation. It is also an important component of the organisation's operations.

Given that it has been in operation for two (2) years and given the significant impact which the new system has had on workflow and work practices, it is timely to assess the impact (both positive and negative) which the new system has had on the organisation and whether any improvements can be made.

3. Tree Planting Program

As part of the Council's *2022-2027 Tree Strategy*, the Council has committed to planting a minimum of 500 street trees per annum.

Currently, the *Annual Tree Planting Program* is conducted through the use of contractors and Depot staff.

It has been difficult to obtain a clear understanding of which method delivers "best value" and as such, this Service Review is about determining the best method of delivering the *Annual Tree Planting Program* from an effectiveness perspective, as well as determining the cost efficiencies of either method.

One of the important outcomes of the Service Review will be to determine the most cost-effective method with any savings being returned to the Budget or allocated towards additional tree planting.

4. Project Management System

As Elected Members may be aware, the Council has a significant number of projects which will be implemented over the next couple of years.

While the organisation has a *Project Management Framework*, it is being applied inconsistently across the organisation.

A review of the *Project Management System*, commencing with a review of four (4) of the Council's major projects (*Payneham Memorial Swimming Centre Upgrade Project*, *Trinity Valley Stormwater Drainage Upgrade Stage 2 & 3*, *The Parade Streetscape Upgrade Project* and the *George Street Upgrade Project*), has already been commissioned with a view to establishing what is and what is not working and whether there are any opportunities for improvement.

This information will then be used to develop a more robust *Project Management System*, which should improve consistency of approach, management of risks and potential staff time in the management of projects.

OPTIONS

The Council can choose to endorse all or some or none of the services, programs or processes which have been recommended.

CONCLUSION

As Elected Members are aware, in order to achieve its objective of financial sustainability, it is important that the organisations systems, processes and work practices, are as efficient and effective as practicable.

Providing our citizens with "best value" is an objective which the Council should always be seeking to achieve.

The Service Review Project, in addition to the organisational re-structure which has recently been implemented, are both aimed at achieving "best value" in respect to both efficiency and effectiveness.

The Service Review Project will be managed and coordinated through the Chief Executive's Office.

COMMENTS

Chief Executive Officer's Comments

It should be noted, that there will always be some programs and services which are provided by the Council where provisions of such programs and services are not "*profit making*" and at times, the best that can be achieved is either a break-even situation or limiting the cost of providing them. For example, the Council's Libraries, Swimming Centres and similar facilities and associated programs, are provided to the community as part of the Council's total offering in terms of community capacity building and social cohesion. Notwithstanding this, there is an expectation that these facilities and associated programs and services, are run as efficiently as possible.

RECOMMENDATION 1

That pursuant to Section 90(2) and (3) of the *Local Government Act 1999*, the Council orders that the public, with the exception of the Council staff present, be excluded from the meeting on the basis that the Council will receive, discuss and consider:

- (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

RECOMMENDATION 2

That the following items be endorsed to be undertaken as comprised in Year 1 of the Service Review Project:

1. Review of the Glynde Works Depot work practices and processes.
2. Corporate Records.
3. Tree Planting Program.
4. Project Management System.

RECOMMENDATION 3

Under Section 91(7) and (9) of the *Local Government Act 1999*, the Council orders that the report, discussion and minutes be kept confidential until the commencement of the Service Review Project.

Cr Granozio moved:

That pursuant to Section 90(2) and (3) of the Local Government Act 1999, the Council orders that the public, with the exception of the Council staff present [Chief Executive Officer, General Manager, Governance & Civic Affairs, General Manager, Urban Services and Executive Assistant, Governance & Civic Affairs], be excluded from the meeting on the basis that the Council will receive, discuss and consider:

- (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).*

and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

Seconded by Cr Callisto and carried unanimously.

Cr Sims moved:

That the following items be endorsed to be undertaken as comprised in Year 1 of the Service Review Project:

- 1. Review of the Glynde Works Depot work practices and processes.*
- 2. Corporate Records.*
- 3. Tree Planting Program.*
- 4. Project Management System.*

Seconded by Cr Robinson and carried unanimously.

Cr Duke moved:

Under Section 91(7) and (9) of the Local Government Act 1999, the Council orders that the report, discussion and minutes be kept confidential until the commencement of the Service Review Project.

Seconded by Cr Piggott and carried unanimously.