



Workshop Program

Tuesday 11 April 2017 commencing at 6.15pm

Reception Room, Civic Centre, 128 Prospect Road, Prospect

Workshop Chair: Cate Hart, Chief Executive Officer

Workshop Opening

- Apologies – Cr A Harris
- On Leave

Page

Notes from previous workshop	3
Workshop Items	7
1 Website Replacement Project	7
2 2017-2018 Draft Budget - Operating Projects & Rate Modelling.....	9
Future Workshop and Council Agenda Items	11
Meeting Close	

Workshop Guidelines

The following details provide an overview of the procedures to be observed:

1. The Workshop will be held on the first and second Tuesday of each month, other than January of each year, between the hours of 6.15pm and 9.30pm (commencing with a light meal for elected members and staff), for the term of the Council or until the Council determines to discontinue the Workshop structure.
2. The need for extraordinary Workshops will be assessed and determined by the CEO.
3. The Workshops will be held in the Reception Room, Civic Centre, 128 Prospect Road, Prospect SA 5082.
4. The time, date and location may be subject to change by the CEO where necessary.
5. The Workshops will be open to the public and media. Notice of a Workshop and the program for a Workshop is to be placed on the Council's website.
6. A confidentiality declaration may be determined by either the Council or CEO in accordance with Council's Informal Gatherings Policy.
7. No decisions will be made at the Workshops. There will be the opportunity for discussion and questions and answers only, and the provision of guidance to the Administration.
8. The CEO or proxy will convene and chair the Workshop to ensure the smooth running of the meeting. The proxy will be determined by the CEO on a needs basis.
9. All Elected Members will be encouraged to attend.
10. The CEO will ensure the Program and papers for the Workshop, which will include Agenda items for the following Council Meeting, will be provided to members by the Friday preceding the Workshop to allow time for members to read the reports and prepare their questions prior to the Workshop.
11. Notes will be made of the general issues and items covered by the Workshop, given that no decisions can be made, and distributed to Elected Members for information.
12. The format for the Workshop may vary on a meeting by meeting basis and could include training, planning, presentations, and discussions.
13. The format for the Workshop will be determined by the CEO.
14. External parties may make Presentations/deputations to the Workshop, subject to prior agreement by the CEO.
15. Elected Members, employees and consultants will be required to disclose any financial and/or conflicts of interest in matters to be discussed. The disclosure of such interest and participation in the Workshop will need to be made as if the matter was considered in accordance with the Local Government Act 1999. A record of the disclosures of interest will be made and maintained by the CEO.

Workshop Protocol

The protocols are a set of guiding principles that aim to achieving enhanced, meaningful engagement of members and to facilitate an equal and equitable participation of all members.

The individual members commitment to active listening and disciplined talking, displaying both courtesy and respect to other members is paramount.

1. The Chair ensures that every members' input is heard and not overlooked or lost, and will enforce a limit on speakers' time when it is best required.
2. No rank and/or officer position of administrative or governance authority recognised within the workshop (except for the Chair), and protocols are enforced when deemed necessary.
3. Members and staff are to be addressed by their first name and not by their title of office they hold.
4. Discussion must be focussed on the issues and matters being the subject of discussion.
5. One member speaking at a time is a right, and must be enjoyed by all members.
6. Interrupting another member speaking is not desired and members are encouraged to exercise restraint for the benefit of all concerned. Equally, there should be no dialogue between members and person(s) in the gallery that interrupts the workshop discussion.
7. No ridicule, blame or shame to be expressed and/or exchanged during the workshop and care should always be taken with the words used in debate.
8. Problems and solution expressed by members are a healthy part of the discussion and may lead to positive outcomes, and should not be frowned upon but rather encouraged.
9. Although it is not a decision-making forum, it is an important part of ensuring a well-informed and enhanced decision-making process for Council.
10. The imperatives for a successful conduct of these workshops are that all members need to work together, displaying courtesy and respect to each other.

It is important that all members recognise the above list of protocols is not about rules; protocols are a set of guiding principles that are agreed on and committed to by all participating members.

Notes from previous workshop

Notes from Workshop 4/04/2017

- Chair:** Cate Hart, Chief Executive Officer
- Present:** D O'Loughlin, K Barnett, T Evans, A De Backer, M Standen, M Lee, M Groote, M Larwood
- Apologies:** A Harris

Notes from previous workshop held on 21/03/2017

- Taken as read.
- A Harris thanked staff for the CRM response.

1. Innovation Project

Cate Hart and Ginny Moon provided a project overview on how council's administration undertakes the provision of services to our community. It was highlighted that the first area for review is Customer Service which is understood to be how the community engage with council, how council respond to the resident's enquiries and communication within the organisation.

Contact has been made with other councils to enquire regarding the way they conducted their service innovation and service levels review.

We have also invited a representative from the City of Boroondara (from eastern Melbourne) to present to the Leadership Team on their Council's journey in working towards service innovation.

Elected Member comments and questions included:

- Was this assessment undertaken by managers or officers too? There may be benefits when at the coalface, you are aware of the detailed issues and areas that may need improvement. *About 15 senior officers were involved with information garnered from council officers.*
- How was it determined that Elected Member's are too hands on and have high expectations? *Outcomes from workshops and meetings that may reprioritise officer's workload. This may be due to how we are communicating with you and not providing the right information and that is why you ask so many questions; how can we work better with you to collect the information that will inform project preparation and delivery.*
- What is meant by 'silo'? *People working without interacting with others.*
- What is part time role? *The Enterprise Agreement provides for flexible work arrangements and that means more people to fill the roles.*
- Is our skills and expertise welcome, if not I will reduce my input? *Your role is valued and the comment 'too hands on' is not meant to say go away.*
- We are a small council and bump into people often and it is not good for relationship building if we do not know what is going on.
- 42 items is a lot of work, how do you intend to tackle this large amount of priorities? *We have broken them down into waves/groups.*
- We only fund for you to undertake the services, not sure we can afford to appoint a manager to undertake this. *No new staff resource has been acquired to carry out the action items of this innovation project.*
- How much are you guided in your thinking from the historic customer complaints? Can you please go back and assess the history of complaints, we need to unpack this information. *We were guided by feedback from Elected Members, verbal/written feedback/comments from our community, CRM lodgments, Focus Groups, On-Line Panel, community survey, and complaints register. We have yet to further analyse the complaints register.*
- I think this is great work, even with such a small team. We are all part of the one team, is there any areas that we Elected Members can improve? We generally only come in contact with residents due to a complaint.
- We have people complaining in matters we are involved in, and now we have communication from the staff so we can contribute to the resolution with the resident even if we didn't agree at first.
- Keep it simple, give staff tools to use, even look at the language we use to ensure consistency across directorates.

- The heat map is good, if we continue to align everything to the Strategic Plan then we may miss an opportunity to innovate on how we deliver the service, how we can do this better, trial a couple of different things, fail then turn it around and try again. I am on board but it may be that we can reconsider what is included in the first 3 waves.

Where to from here:

The first priority is to review Council's Customer Services through action items categorized under the 3 'waves'. The 42 action items have been prioritised based on ease of implementation and high benefit derived from the implementation. It is projected that we will complete 3 waves of action items by June/early July.

Further update on this initiative will be reported to Elected Members via a future workshop or via the CEO's Information bulletin.

2. 2017-2018 Budget – Capital and Operating Projects (Part 1)

Ginny Moon and Chris Birch outlined the process to date in gathering the business items for consideration. It was advised that the Recurrent Budget was framed on the Long Term Financial Plan assumptions with no increase or decrease to service levels or available labour hours.

Major estimated impacted is street lighting net increase of 30% or \$85k.

Elected Member comments and questions included:

- 1% commercial rate growth p.a. most growth is in apartments so we need to help the staff in defining this. The Cinema will provide for this growth for now but it may become a concern in the future.
- Are we recalculating the write down values on footpaths? *Not this year.*
- Are we precluded from the switch campaigns? *We have been involved in the LGAP Contracts for a number of years.*
- Are we still doing lighting state by state? *The energy pricing has not yet crossed borders.*
- What are the CHSP funding changes happening? *This will have impact in 2018 or next financial year. Funding has been secured for next year.*
- When do you believe the impact of any potential Waste Management savings will be felt? *It is expected that the new contract will come into effect on 1 July.*
- Is there a possibility that the savings could take the pressure off from having to sell, say the Tram Barn, perhaps provide more breathing space when sourcing the EOI's, push the urgency back a little bit? *It may affect the timing of borrowings, there is no urgency to sell, it is the information on the options available that is important to receive early.*
- I think it is important to consider asset sustainability.
- I am assuming all these recurrent figures flow through from last year, the things damaged from storms where does the money come from to replace those things not covered by insurance? *We have increased the tree planting in operational projects over a couple of financial years. This is a good example of a 'gap' in the operating projects.*
- Where can I find the programs such as what roads are being included in the budget? *They are all listed in the Annual Business Plan and may be found on Council's website.*
- It is hard to understand what is in the recurrent budget when you can't see it, a couple of years ago we went through a number of items that needed attention. I am interested in the contractors, we may have 85 FTE staff but we have many more than that working as contractors. Staff will provide a list of recurrent expenditure analysis by "Nature & Type" to be circulated to the elected Members by the next Workshop.
- I think last year we applied a 1% efficiency target against the recurrent budget. *You could consider the absorption of the \$85k in power as efficiency, a number of other councils have an efficiency saving built in to their Strategic Plan.*
- Perhaps when you send the budget out you could include a list of extraordinary items and Enterprise Agreement impacts for example.

CAPITAL PROJECTS

No changes were made to Non-Discretionary Projects, advised the footpath program for next 2 years is reduced to 50% of what we have been doing as having gone through a full cycle. We are currently reviewing the Asset Management Plans to develop a robust renewal program.

Discretionary Projects

- Have the clubs asked for the improvements at Broadview Oval?
- Is there anything in the 3 Broadview projects that may need to be undone if we do them?
- The courts at Broadview Oval can we please include that project is subject to external funding.
- C13 \$160,000 just for beauty seems extreme, best if a design comes back first.
- What is the cost of the Shed Corner on Broadview? **Broadview Oval - Staged design and investment to be approved by Council.**
- Can I see something that shows the 'low hanging fruit'? Where is the implementation plan that is prioritised? Can you engage us in a process?
- C13 commence staged upgrade of Broadview Oval that using \$250k to do the planning and may include exercise equipment.
- C14 Prospect Oval is there any grant funding available? *Reducing by \$30k – net cost (incl. \$30k income) for removal of solar panels.*
- C15 does it impact on street parking? *No*
- If we are not going to half fund a roof how do we half fund a road? *No standing in Azalea, no Prospect Road impact, night time activation and increased footfall. Aligns with supporting an initiative. The roof is an indirect benefit versus the road as a direct benefit.*
- Can we go back to NAFC to ask what the environmental impact is? *They have given us environmental impact in their business case but not why they want to do it and what the community benefit is.*
- We have no policy around co-funding infrastructure projects and our history makes it challenging to apply consistency but it would be good to have something to go to the businesses and community with.
- Concerns with Artwork project C20 this is not clear enough as leasing or ownership.
- C22 can we tie in some shelter with the cinema streetscape project? What is the scope of the project? This talks about extending the Village Heart and is more of a policy issue; the other side of the street may want to know what is happening there.
- I think we need to have an ongoing fund that is subject to matching investment to be used for Village Heart upgrades/improvements and put est. \$200k in it. (e.g. Main Streets Fund). Merger C15 and C22 to fund this for 2017-2018.
- C23 we know the principal but no picture behind supporting it. *We are working with other councils to get involved, included in the Smart Cities funding application and working with Adelaide University to provide the analytics behind the project, this will assist us in identifying the users and level of service (intelligent asset management & economic development), include in the booking facilities project by demonstrating what is available at each site. We are looking to involve 5 parks in our area.*
- It is difficult for us to accept the projects based on a verbal brief, where is the project scope? *This has been included in previous workshops for Economic Development & IA&E.*
- C25 Flood Mitigation & link to C18 – concerned that the neighbors are not aware of this. *Yes the residents are aware of this.*
- I am not comfortable with basing a decision on two lines of information. A vast majority of water from the city collects in this space, opportunity to capture the water and disperse where we need it, this will be a good project for longer term benefits.
- C35 Alexandra Street – is there any way to use the \$115k available to help fix the flooding issues for these residents? We need to fix it – OLG may provide 20% Funding on a minimum \$1m spend and bringing projects forward at least 2 years to stimulate economy.
- Can we spend more funds on flood mitigation measures, perhaps in conjunction with Alexandra?
- C17 WiFi extension – what is the data around usage, signing in? Is the \$25k data or infrastructure? *It is infrastructure, we are stopping the sign in, a list has been provided to the contractor for attention.*
- Pooch Park the school has suggested we need another; we only have one fenced area at Broadview Oval, perhaps Ern Sconce. *Use staff to design, find money for a fence only.*
- Memorial Gardens toilets – have we considered engaging the work for the dole project? A number of these community benefit projects would be right to qualify. We provide the materials they the labour which could almost half the cost.
- C31 Heritage Plaques – can we spread it over a number of years and perhaps do only 50 a year? *This would rely on the cost of each plaque at a lower volume.*
- It would be useful to just list the projects that are adopted like on the CLIC hub. *We will list the ABP on the engagement hub.*
- Include all the projects lists footpath, roads etc.

Where to from here:

- Staff will the recurrent 'nature and type' report to Elected Members by next Tuesday 11/04/2017;
- Directors to provide response to queries relevant to their areas.
- Elected Members to submit budget gaps via online link due Monday 10 April; Following the receipt of Elected Member project submissions, which closes at 8am Monday 10 April, the lists will be updated and circulated to elected members electronically, with printed copies to be available at the workshop.

Workshop closed at 9.40pm

Workshop Items

1 Website Replacement Project

Responsible Director: Chris Hannaford, Director Business & Innovation

Expected Duration: 30 minutes

Presented by: Lisa Kennewell, Senior Content Marketer

The Website replacement project is the first part implementation of the recently adopted Communications Strategy (2017). The presentation will provide Elected Members with an update on the process to upgrade and revitalise the current website of Council.

The Communications Strategy was adopted by Council in February 2017. The Communications Strategy seeks to replace the current website and refresh the look and feel of the site. Importantly both Elected Members and the community will be consulted in the development of the site along with 13 internal teams to ensure that the contributor and consumer are engaged in the process.

Council staff are currently seeking an Expressions of Interest (EOI) from a select number of South Australian website agencies to conduct a comprehensive user requirements analysis, with a view to completely replacing the current website www.prospect.sa.gov.au.

The objectives of this project are to:

- document the current and future website needs of internal teams, Elected Members, and end users
- conduct a comprehensive analysis and definition of the scope of a website replacement
- provide a value for money solution.

The project spans across six phases, conducted in two tranches, phases 1-3 and 4-6. Phases 1- 2 are to be delivered with final reports and a fixed price quote for phases 4 - 6 by 29 May 2017. Phase 3 is scheduled to be finalised by 16 June 2017.

The six phases are:

Phase 1: Discover

Run 16 workshops with key stakeholder groups to gather user requirements and assess current environment, needs, pain points, target audiences.

Phase 2: Define

Provide a comprehensive, easy to read, user requirements report for each team with use cases and recommendations for mandatory requirements for a whole of site build. It is expected that all requirements will be documented and prioritised. Provide proposed site architecture via wireframes and detailed documentation, including functional specification and consideration of the needs of Councils operations and Strategic Plan. At the completion of phase 2, provide quote on subsequent phases 4 -6.

Phase 3: Design

Presentation of up to three look and feel concepts for www.prospect.sa.gov.au, including at least four page templates, with scope for review, feedback and amendment. Conduct content audit and advise on digital assets to be provisioned, e.g. photography, logos, explainer videos, graphic design, data.

Phase 4: Develop

Website development/build, provision of admin reporting tools, end user acceptance testing, and remediation of any issues identified in testing.

Phase 5: Deploy

Final implementation, development of operations/technical, administrator and user documentation, administrator training, website launch.

Phase 6: Maintenance

Support and bug remediation during warranty period. Post implementation review. Ongoing support and software upgrade commitment.

Council staff are seeking quotes for phases 1-3 of this project. A 2017/18 budget bid has been prepared for Stages 4-6 of the project.

Attachments:

Nil.

2 2017-2018 Draft Budget - Operating Projects & Rate Modelling

Responsible Director: Ginny Moon, Director Corporate Services

Expected Duration: 180 minutes

Presented by: Chris Birch, Manager Financial Services

Purpose of Workshop

During both of the April workshops, Council will be presented with all aspects of the Draft 2017-2018 annual budget.

Two Budget workshops have been planned for April.

The first of two workshops was held on 4 April with specific focus on the Recurrent Budget and Capital Expenditure Budget.

This second workshop, on 11 April, will be focused on the **Operating Projects and Rate Modelling** to fund the budget.

Propose Outcome of tonight's Workshop

Elected Members will consider the operating project list to indicate level of support of the proposed projects to be included in the draft budget for Council consideration. Draft modelling of Council's rating income will also be presented during this session. Council will need to consider the two areas in parallel to balance the cost increase in rates levied on the community against the volume of projects to be delivered.

Background Information

The budget itself is made up of four main compartments including;

- The Recurrent Budget;
- The Operating Projects; and
- The Capital Expenditure Projects
- Rates Income Modelling

The draft budget has been prepared to deliver various components of the strategies identified in the Strategic Plan 2020 and it has been framed in accordance with the assumptions of the Long Term Financial Plan (LTFP).

Where To From Here?

Following the workshops, and finalisation of the project lists, a Special Meeting of Council (likely to be in the first week of May 2017), will be called to consider endorsing the Draft Annual Business Plan 2017-2018 (and Budget) for public consultation.

Explaining the Attachments – Capital and Operating Project Lists

The budget bids provided by staff in response to Council's Strategic Plan to 2020 include both capital and operating projects and have been initially prioritised based on a matrix of rating which covers areas such as funding source, length of cost and risk.

They were included in the Workshop Agenda for 4 April 2017 as separate **attachments**.

Following the receipt of Elected Member project submissions, which closes at 8am Monday 10 April, the lists will be updated and circulated to elected members electronically, with printed copies to be available at the workshop.

As the Draft Budget has been framed in accordance to the LTFP, a red “unfunded line” has been drawn on both the capital and operating project lists to indicate where the proposed available funds identified in the LTFP are exhausted.

Attachments:

To be distributed under separate cover

Future Workshop and Council Agenda Items

Members may seek advice as to the purpose, or intended resolutions planned for the next Council meeting. These items are subject to change.

Council Meeting 18/04/2017

- Mayoral Monthly Report
- North Parklands Update Report
- Information Report
- Voting Preferences for LGA Ordinary General Meeting
- Community Service Awards (Confidential Report)
- City of Prospect Art Collection Policy
- Urban Corridor Zone DPA
- Development Assessment Panel Membership
- PDI Act Commencement - What it means to Council
- Joint Planning Agreement (ERA)
- EHA Second Budget Review
- Resilient East Adaptation Plan Project
- Mayors Leave of Absence
- Support ALGA - Restore Indexation to FAG's
- LGA Rates Awareness Campaign
- Annual Review of Section 270 Requests
- Waste Report Update
- Hampstead Road PLEC

Council Workshop 02/05/2017

- Presentation by LGAMLS
- Business Incubation
- Smart Cities
- Leasing and licensing options

Council Workshop 09/05/2017

- NAFC
- Percy Street - RM Williams
- Main North Master Plan