

Workshop Program

Tuesday 30 January 2018 commencing at 6.15pm

Reception Room, Civic Centre, 128 Prospect Road, Prospect

Workshop Chair: Cate Hart, Chief Executive Officer

Workshop Opening

- Apologies
- On Leave

Page

Notes from previous workshop	3
Workshop Items.....	6
1. Service Review	6
2. Budget - Recurrent Budget - Analysis and Benchmark.....	7
Future Workshop and Council Agenda Items.....	8

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 09/01/2018

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

Notes from previous workshop held on 13 December 2017

- Taken as read

1. **Village Heart Marketing Fund – Brand Identity for Prospect Road**

Chris Hannaford introduced Adam Carpenter, Toolbox Graphic Design to outline the proposed logos for the Prospect Road Traders Group, having received overwhelming support from the traders group. It is expected that the local traders will utilize the logo suite to promote and enliven the street.

Attendees questions and comments

Are the traders happy with the end result? *The campaign strategy was developed with the group, we delivered a range of prospective logos which was very well received.*

Who owns the logo? And will this have its own social media presence? *Council own the logo and it is not intended to have its own Facebook site.*

Is there an opportunity to rethink how we spend the balance of the fund? *It is envisaged that the traders will decide how the money will be spent. The raising of the levy provided them with the opportunity to own the marketing fund and they have indicated a preference for the 'Prospect Road' profile.*

I think this compliments the Councils current marketing profiles and the Prospect Road reference fits well. I support the group approaching us to discuss how they want to spend this money.

I think it is appropriate that the traders decide where this is used and a great deal of our branding is quite loud, I would look to the traders to assist in how we may tone this down.

We need an understanding of where Prospect Road and Network Prospect sit/align.

This is a good demonstration of our businesses saying and working together.

Is there a brand style guide to accompany this? *Yes, a simple guide and a suite of street decals will go out to assist the traders in how to use the suite.*

Where to from here

2. **Main North Road Investment Attraction Strategy**

Chris Hannaford introduced Sandy Rix of Jensen PLUS to present on the progress of the development of this strategy which is jointly funded with the Town of Walkerville due to the sharing of boundaries along Main North Road and North East Road. Although some similarity to the development of the Prospect Road strategy, Council has yet to commit long term funding to the development of Main North Road and will therefore require input from the private sector.

The strategy aims to establish a program to undertake the attraction of investment without committing public realm and financial resources, turning to the private sector to fund the majority of the growth.

Attendees questions and comments

It may be useful to include Port Adelaide Enfield Council and their involvement with Sefton Park Shopping Centre.

It would be nice to see a health/aged care precinct in the plan

Is there any room for a larger medical centre similar to Tennyson Centre. *Yes, priority 1 does consider the medical/accommodation hub*

Are there any examples across Australia that are similar to the Main North Road profile that were successful in transforming as this strategy is proposing to do? *We have not found an example with the same volume of traffic, although Bridge Road, Richmond has great public realm, sufficient area for business to operate with scale and interaction with neighbours.*

We are challenged with how to progress with no residential opportunities due to high cost. *We cannot rule out special needs residential (aged care facilities), investment profiles will change.*

Feels like we need to rebrand Main North Road, it has become a car lot zone and may be difficult to attract investment.

The current Main North Road medical centre is slowing down; Clayton Church Homes have completed development for the near future. I am not quite sure we are proceeding in the right direction.

Green Corporate Boulevard was a vision, it is a gateway into Adelaide, what do you think about how we entice large corporations and our Government that this is the city doorstep?

The Coffee Baron is an example of success on Main North Road, how can we farm this activity along the project area?

The initial perception is not the brightest, this was the message some years ago for Churchill Road and we have transformed that attitude over recent years. Main North Road may be an opportunity for increased corporate offices and I agree we have the gateway to the North. I am looking for specificity, this is a little generic.

Where to from here

Council to receive a report and draft Investment Attraction Strategy for the meeting of 23 January 2018.

3. Open Space Strategy

Simon Bradley outlined the purpose and three items of focus for workshop discussion. The council members previously advised a disinterest in endorsing 7 area classifications and it is proposed that the 4 industry standard hierarchy will be used, Regional Parks, District Parks, Neighbourhood Parks and Local Parks.

It has become evident that there is a need to develop an Open Space Disposal & Acquisition Plan that sits as a separate document to the Open Space Strategy, to provide future development. The Strategy now reflects Low/Medium/High priority versus the previous approach to include specific years of development which may create an unachievable community expectation.

Attendees questions and comments

How accessible are all the school shared open space sites with them all having installed fencing?

Can we talk to each school to understand the arrangements?

We have very little space South/East of Broadview Oval, with the Oval site hosting a play space to the North.

Do we have open space in the vicinity of Regency and Churchill Road developments? *The quality of open space is often used as a selling point.*

We need guidance on how much we should be spending each year which can be included in our budget papers.

Website and communications plan was advised previously, can we expect to see this soon? *Yes, we are still working through them.*

Have we ever considered having another community garden in another part of the city? Have we ever talked about a mixed use facility along Churchill Road perhaps? Where does that fit in to the conversations? *It is definitely part of this conversation, we will work to include in this strategy.*

Where to from here

4. Budget – Recurrent / Long Term Financial Plan

Ginny Moon and Chris Birch outlined the assumptions utilized to update the Long Term Financial Plan as endorsed by council in November 2017, this modelling includes the proposed CLIC funding approach to raise the additional revenue to fund the project build. Only those items endorsed by Council as a project or income that has been provided certainty is included within the future spending assumptions.

Attendees questions and comments

Long Term Financial Plan

I am unclear as to why the Enterprise Agreement (EA) rates have increased in the modelling; I support the link to the CPI rate versus the LGPI.

Does the modelling include an increase in staffing? *The message we have from the Council Members is not to reduce services, more to review the types of services and to align with the strategic plan.*

Having an EA that allows staff to be flexible in delivering the services, is more important for us to achieve the delivery of services we are looking for.

The % of EAs is less important to me than the total employment cost. What are we doing with our people into the future to be able to continue to deliver our services?

It is appropriate that staff should not go backwards when having to still deliver the same services. The message I have difficulty with is why we continue to pay rates above the CPI for a number of years.

It is not appropriate to increment wages below the CPI rate.

Budget Bid Assessment Matrix

The Matrix Categories and weightings were provided and workshop attendees were asked to consider the adequacy of this current approach. We have not included environmental or social impacts.

Where is it that we have considered the feedback from the Resident and Youth Satisfaction Surveys? I think our Strategic Plan needs to be reviewed with the Survey results incorporated.

Do we consider an idea that does not align with our Strategic Plan but is still a good idea? Is risk about doing something or not doing something? *It is the risk associated with not undertaking an activity.*

Where does an assessment based on value for money or Return on Investment (ROI) come into the current assessment process?

Can we include a column to explain the category?

What does risk mean? *Financial, Reputational and Political risks.*

ROI or payback period, it would be clearer to define as length of usefulness (e.g. playground 10 year useful life or veggie verge 12 months).

Cost where it may be cheap will drive it up the list but it may not be useful. *We do not want to see only those cheaper items being approved.*

We have elements of the quadruple bottom line, the other items I do not see the value.

The Strategic Plan took 2 years to prepare, if someone wants something outside the plan we should look at them providing reasons why we should go outside our Strategy.

The Strategy should have highest weighting priority. I think we should work out to score more points with innovative bids, otherwise we begin to make generic decisions.

Innovative = is it meeting unmet need?

The Strategic Plan performance report, what is the status? *Administration are reviewing the document to include opportunities and a gap analysis providing a robust snapshot on which areas we are achieving and those we are not, this will include why.*

Recurrent Budget

I would prefer a comparison to our previous years or benchmarked against other councils, makes it difficult to know how well we are performing. This also does not include the impact of contractors.

We should be focusing on service delivery and the cost impact.

Were we doing a benchmarking project with PricewaterhouseCoopers (PwC)? *We received the data in December and the Executive Team will be reviewing to work through how we will deliver this information.*

How can we better understand the depreciation write down and whether we are doing this efficiently? *We can undergo a desktop benchmark on a per capita basis; this is difficult with all councils having a different asset portfolio.*

The finance costs table is useful to understand as it is displaying a trend.

The PwC info will be useful to assist in the budget process; the Grants Commission data will also be useful on a comparison basis. This will be useful to assess on trend for staff costs, depreciation and other similar comparable items.

Where to from here

Part 2 of the Recurrent Budget Discussion will be held on 30 January. Further recurrent expenditure analysis and benchmark will be presented during the Workshop.

Workshop closed at 9.40pm

Workshop Items

1. Service Review

Responsible Director: Ginny Moon, Director Corporate Services

Expected Duration: 60 minutes

Presented by: Ben Haigh, Bee Squared

Service Reviews are a continuation from the work started in the Customer Service Improvements initiative in 2017. The first 3 waves of simple improvements (14/42) have been completed. The **services review project** was one of the projects identified that has high benefit but also associate with a high degree of difficulty in implementing it.

This session will be facilitated by Ben Haigh, Managing Partner of Bee Squared.

Elected Members will be requested to respond to the following elements during the Workshop. Can you please come prepared on the following questions: -

1. What outcomes do Elected Members want to achieve from a Service Review?
 - Cost Reduction?
 - Service Improvement
 - Service Elimination?
 - A combination of the above?
2. How important are these outcomes relative to each other?
3. Do Elected Members have any strong opinions on how the Service Reviews should be conducted?
4. Do Elected Members have any strong opinions on how the Service Review Outputs & Recommendations should be presented?
5. How should the Executive Team select/prioritise which Services should be reviewed?
6. Any other advice or requests for the Executive Team?

Ben will also present some potential approaches we can use to deliver the service review and some of the aspects of potential outputs.

During the presentation, Ben will also be presenting some examples of potential visually oriented outputs from Service Reviews and some examples of his work with other Councils.

Attachments: Nil

2. Budget - Recurrent Budget - Analysis and Benchmark

Responsible Director: Ginny Moon, Director Corporate Services

Expected Duration: 120 minutes

Presented by: Ginny Moon, Director Corporate Services
Chris Birch, Manager Financial Services

In 2017-2018, the recurrent budget accounts for approximately 92% of the operating budget and 61% of the overall cash budget.

This is **Part 2 of the Recurrent Budget Discussion**. During this session we will present **various analysis of the recurrent budget**, the **survey results of the Australasian LG Performance Excellence Program 2016/2017** (PwC) and a matrix representation of our **community's view** on the *importance* and *satisfaction* of our services.

The Recurrent Budget Analysis includes: -

Depreciation - Trends:

- Past Trends \$ and % increase
- By asset class
- By various functions within the department (in \$ and FTE)
- Future projections

Salary & Wages - Trends:

- Past Trends \$ and % salary increase
- Future projection
- By various functions within the department (in \$ and FTE)
- Grants Commission Grant data
 - Sal cost / per capita
 - Sal cost / operating expenditure
 - Sal cost / rates revenue

Contractual/Materials/Other

- 2016/2017 audited & 2017/2018 adopted budget
 - cost / per capita
 - cost / operating expenditure
 - cost / rates revenue
- Grants Commission Grant data (most recent 2015/2016)
 - ERA and other Councils similar to City of Prospect
 - Conduct data analysis based on the following categories: -

Business Undertakings (\$000)	Public Order and Safety (\$000)	Health Services (\$000)	Community Support (\$000)	Community Amenities (\$000)	Library Services (\$000)	Cultural Services (\$000)	Economic Development (\$000)	Agricultural Services (\$000)	Waste Management (\$000)	Other Environment (\$000)	Recreation (\$000)	Regulatory Services (\$000)	Transport (\$000)
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Attachments: Nil

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 Workshop 06/02/2018

- Proposed Motions for LGA Ordinary General Meeting
- Broadview Oval Fitness Track

Council Workshop 13/02/2018

- CLIC Staffing and Services to the Future

Council Workshop 20/02/2018

- Elected Member Training (Bullying & Harassment / Social Media / Zoom)

Council Meeting 27/02/2018

- 2018 LGA OGM Notices of Motion & Appointment of Delegates
- Strategic Plan to 2020 Information Report
- Update on the review of the Memorial Gardens traffic and speed management
- Environmental Action Plan - Endorsement (depending if consultation has been completed)
- Export Hub - Business Incubator - update
- Main North Road Investment Strategy
- GigCity Adelaide - Approval
- Azalea Street Footpath Extension
- ERA Chairmans and CEO Report
- Use of Common Seal - Transfer of One Card Agreement